

Business Plan- Thai Delight Canada Inc.



Parent Company: ThaiDelight Foods Co., Ltd.

Country: Thailand 🇹🇭 **Activity:** Manufacturer & exporter of authentic Thai sauces, condiments, and ready-to-cook food pastes.

Canadian Subsidiary Name: ThaiDelight Canada Inc.

Location: Mississauga, Ontario 🇨🇦

Sector: Food Processing, Import & Distribution

Visa Category: Intra-Company Transfer (Executive)

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Executive Summary

2.1 Overview

ThaiDelight Canada Inc. is the proposed Canadian subsidiary of ThaiDelight Foods Co., Ltd., a premium food-manufacturing company based in Bangkok, Thailand, established in 2015. The parent company specializes in authentic Thai sauces, curry pastes, condiments, and coconut-based snack products exported across Asia and the Middle East.

Building on its proven export record and certifications (HACCP, GMP, Halal), ThaiDelight is expanding to Canada to serve the rapidly growing demand for authentic, ready-to-cook Asian products in North America.

The Canadian entity will focus on import, marketing, and distribution of ThaiDelight's product line while developing co-branding and private-label opportunities for Canadian retailers, restaurants, and e-commerce distributors.

2.2 Mission Statement

"To bring authentic Thai flavours to every Canadian kitchen through ethically produced, high-quality, and convenient food solutions."

The company's mission aligns with Canada's multicultural culinary landscape, promoting diversity, sustainability, and healthy eating while enhancing trade between Thailand and Canada under the CPTPP framework.

2.3 Vision

To establish ThaiDelight Canada Inc. as one of Canada's top five Asian sauce and paste brands within five years, recognized for authenticity, quality assurance, and innovative distribution models integrating traditional retail with digital commerce.

2.4 Business Opportunity

Canada's Ethnic Food Boom

- The ethnic foods market in Canada is valued at over CAD 6 billion and growing at 8–10 % CAGR.
- More than 1 million Canadians of Southeast-Asian origin, and a rapidly increasing interest in Thai cuisine, drive consumer demand for authentic ingredients.
- The number of Thai restaurants in Canada has increased by 40 % since 2018, boosting wholesale ingredient imports.
- Health-conscious Canadians are shifting toward authentic, low-preserved, plant-based sauces, a core strength of ThaiDelight's product line.

Trade & Logistics Advantage

Thailand and Canada are both members of the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP), allowing for tariff reductions and faster customs clearance of food products, improving landed cost competitiveness.

2.5 Projected Financial Outlook

Year	Revenue (CAD)	Gross Margin %	Net Profit (CAD)
Year 1	180 000	25 %	(20 000)
Year 2	350 000	28 %	15 000
Year 3	520 000	30 %	42 000

The company expects break-even within 18 months and profitability from Year 2 onward, maintaining lean operations and optimized cost control.

2.6 Economic Benefit to Canada

Job Creation

3–4 Canadian employees within three years.

Tax Contribution

Corporate tax, HST, and payroll deductions.

Trade Expansion

Enhancing Thailand–Canada imports under CPTPP.

Knowledge Transfer

Food manufacturing know-how, supply-chain best practices, and packaging innovation.

SME Support

Supplying restaurants and retailers with high-quality authentic Thai products at competitive prices.

2.7 Summary

Thai Delight Canada Inc. represents a strategically planned expansion that supports Canada's diversity and trade objectives. Backed by a proven parent company, sufficient capitalization, and an experienced executive, the business will generate tangible economic and social benefits for Canada.

Its focus on authentic Thai food products, sustainable operations, and local employment positions it as a credible and impactful investment under the ICT (C12) Executive Transfer Program.

Company Overview



3.1 Parent Company – ThaiDelight Foods Co., Ltd. (Thailand)

Company Name: ThaiDelight Foods Co., Ltd.	Ownership: 100% privately owned by Founder and Managing Director, Mr. [Name].
Founded: 2015	Number of Employees: 60
Headquarters: Bangkok, Thailand	Production Facility: 1,200 sq. m. food processing unit in Samut Sakhon Province, Thailand.
Legal Structure: Limited Company (Registered with Department of Business Development, Thailand)	Annual Turnover (2023): USD 1.8 million.
Nature of Business: Manufacturing and export of authentic Thai sauces, curry pastes, condiments, and coconut-based snacks.	

3.2 Background and Growth Journey

ThaiDelight Foods was established in 2015 with the vision to bring the authentic taste of Thailand to international markets through hygienic, high-quality, and export-ready products.

The company started with a single production line for curry pastes and today operates a fully integrated facility with multiple production units covering:

- Curry and stir-fry pastes,
- Sauces and condiments,
- Dry spice blends,
- Coconut-based snacks and chips.

Between 2016 and 2023, the company expanded its export footprint to Singapore, Malaysia, UAE, Japan, and Australia, achieving a consistent annual growth rate of 18–22%.

3.3 Product Strengths

ThaiDelight's core strength lies in its authenticity and process control. All recipes are developed using traditional Thai culinary methods, adjusted for international shelf-life standards without compromising flavor or quality.

Product Categories:

Curry Pastes Red, Green, Yellow, Massaman, and Panang varieties.	Stir-Fry Sauces Pad Thai, Basil Chili, Garlic Pepper, Cashew Nut.
Condiments Sweet Chili Sauce, Sriracha variants, Oyster Sauce, and Seasoning Oils.	Snacks Coconut crisps, tapioca bites, and roasted rice chips.

Certifications:

- **HACCP & GMP Certified Facility** – ensuring global food-safety compliance.
- **Halal Certified** – serving Muslim-majority export markets.
- **FDA Thailand License** – approved for domestic and export sale.
- **ISO 22000 (Pending)** – implementation expected by 2026 for EU market expansion.

3.4 Existing Export Network




Region	Key Markets	Distribution Partners	Product Focus
Southeast Asia	Singapore, Malaysia, Vietnam	Thai Gourmet Pte. Ltd., DelAsia Trading	Curry pastes, condiments
Middle East	UAE, Qatar, Oman	Golden Sands Imports, SpiceLand FZC	Ready sauces, snack range
Oceania	Australia	Asian Harvest Pty Ltd.	Coconut snacks
Europe (trial)	Germany (test shipments 2023)	Asian Essence GmbH	Retail paste pouches

Customer Base: Retail grocery chains, ethnic food distributors, restaurants, and private-label clients.

Export Contribution (2023): 68% of total revenue derived from foreign sales.

3.5 Reasons for Expansion to Canada

After success in Asia-Pacific and the Middle East, ThaiDelight identified Canada as a strategic growth market due to several aligned factors:

 Rising Consumer Demand The popularity of Thai cuisine in Canada has surged over the last five years, with increasing sales of curry pastes and ready-to-cook sauces in mainstream grocery chains.	 Cultural Synergy Canada's multicultural demographic, with over 1 million Southeast Asian residents, supports acceptance of authentic Asian flavors and culinary diversity.	 Trade Advantage under CPTPP As both Thailand and Canada are members of the CPTPP, food exports enjoy tariff concessions, smoother customs clearance, and reduced cost barriers.
Distribution Gap in Authentic Brands While major players like Lee Kum Kee and Thai Kitchen dominate, they often offer diluted flavors aimed at mass consumers. ThaiDelight targets authentic taste seekers and restaurant suppliers, an under-served segment.	E-Commerce Growth The boom in online ethnic food sales offers direct access to Canadian households through e-commerce platforms such as Amazon, Instacart, and AsianFoodGrocery.ca.	

3.6 The Canadian Subsidiary – ThaiDelight Canada Inc.

To capitalize on these opportunities, the company is establishing ThaiDelight Canada Inc. as a wholly owned subsidiary under the Ontario Business Corporations Act (OBCA). The subsidiary will operate as an import, marketing, and distribution hub for ThaiDelight's entire product range.

Head Office Location: Mississauga, Ontario	Legal & Accounting Partner: CPA Ontario-certified firm (to be appointed post-registration).
Initial Investment: CAD 95,000 (fully parent-funded)	Customs Broker: Livingston International.
Banking Partner: Royal Bank of Canada (RBC)	

3.7 Corporate Relationship Structure

The parent and subsidiary will maintain a qualifying relationship under ICT guidelines:

- **Ownership:** 100% shareholding of ThaiDelight Canada Inc. held by ThaiDelight Foods Co., Ltd.
- **Control:** The founder and Managing Director of the parent company will serve as Managing Director of the Canadian subsidiary under an Intra-Company Transfer (Executive Category) work permit.
- **Operational Independence:** The Canadian entity will have its own CRA number, bank account, office, and local employees.
- **Financial Link:** All inter-company transactions will comply with OECD transfer-pricing principles.

This structure fully satisfies IRCC's definition of a legitimate ICT business relationship.

Industry Overview (Canadian Ethnic & Food Import Market)

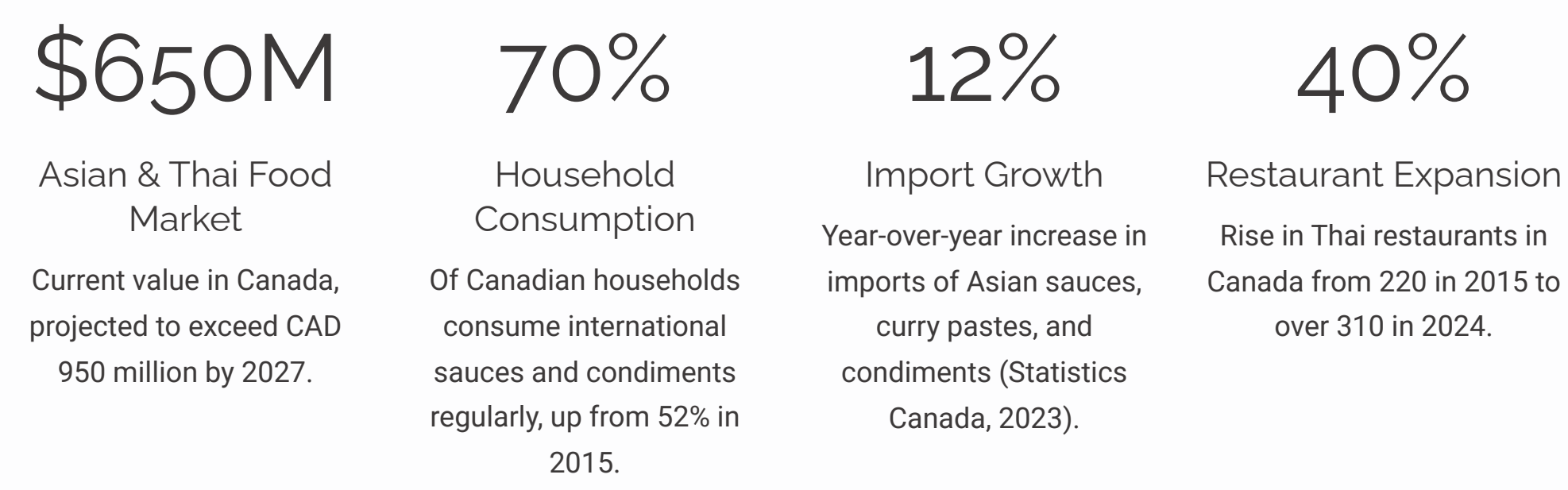
4.1 Overview of the Canadian Food Import Sector

Canada's food and beverage industry is one of the most diversified and globally integrated in the world, valued at over CAD 140 billion annually. With limited domestic agricultural diversity and a multicultural population, Canada imports more than CAD 20 billion in processed and packaged food products each year.

The Greater Toronto Area (GTA) and Vancouver serve as the two main distribution hubs for imported food brands entering Canada — accounting for nearly 70% of all ethnic food imports.

The ethnic and international foods segment, which includes Asian, Indian, and Mediterranean products, has become one of the fastest-growing categories, outpacing mainstream food sales. According to Nielsen Canada (2023), the category has expanded at an average annual rate of 8–10% over the past five years, driven by immigration, global dining trends, and increased consumer curiosity about diverse cuisines.

4.2 Market Size and Growth Trends



This growth directly benefits exporters like ThaiDelight, which produce high-demand products such as curry pastes, stir-fry sauces, and chili oils — staples in both home and restaurant kitchens.

4.3 Key Market Drivers

1. Multicultural Population & Taste Evolution

Canada is home to a highly multicultural population where 1 in 4 residents were born outside the country. Immigrants from Thailand, Vietnam, Malaysia, the Philippines, and India have brought their food traditions with them, resulting in the rapid adoption of Thai cuisine across all age groups. Millennials and Gen Z consumers, in particular, are experimenting with international flavors, preferring restaurant-quality meals at home using ready-to-cook sauces and pastes.

2. Health & Wellness Trends

Canadian consumers increasingly seek authentic, natural, and preservative-free products. Sales of sauces and pastes labeled as "natural," "organic," or "no MSG" have grown by 17% since 2020 (Euromonitor, 2023). ThaiDelight's naturally prepared, MSG-free, and halal-certified products directly align with these preferences.

3. Retail & E-Commerce Growth

The Canadian grocery industry has rapidly digitalized — online grocery sales surpassed CAD 5.3 billion in 2023, with the ethnic food segment experiencing the fastest growth. Platforms like Amazon.ca, Instacart, and Well.ca now feature international condiments as trending products, creating an immediate entry opportunity for brands like ThaiDelight.

4. Restaurant Supply Chain Recovery

Post-pandemic, food-service distributors are diversifying suppliers to manage risk and avoid single-country dependencies (mainly China). ThaiDelight's Thailand-based facility with CFIA-approved certification offers an attractive alternative for Canadian restaurant chains seeking new, reliable partners.

4.4 Trade Policy and Regulatory Framework

CPTPP Advantage

The Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) provides tariff reductions on most processed food imports between Thailand and Canada. This gives ThaiDelight a cost advantage of 5–10% compared to non-member country exporters.

Food Import Compliance

To operate in Canada, imported products must comply with the Canadian Food Inspection Agency (CFIA) regulations, including:

- Importer licensing under the Safe Food for Canadians Regulations (SFCR).
- Bilingual packaging (English and French).
- Ingredient labeling and nutritional facts panel.
- HACCP-based food-safety management systems.

ThaiDelight already meets HACCP and Halal standards, simplifying the CFIA approval process. The company will adapt packaging and labeling for Canadian requirements under guidance from its Toronto-based compliance consultant.

4.5 Consumer Segmentation in Canada

Segment	Profile	Buying Behavior	Market Share Potential
Asian & Southeast Asian Immigrants	Primarily located in GTA, Vancouver, Calgary	High brand loyalty, bulk purchases	40%
Food Enthusiasts & Home Cooks	Millennials & families seeking authentic flavors	Buy small packages in retail or online	30%
Restaurants & Food-Service Buyers	Thai, Vietnamese, fusion restaurants	Demand bulk packaging and consistency	25%
Retail Chains & Private Labels	Large grocery groups	Seek co-packaging & bilingual labeling	5%

This segmentation guides ThaiDelight's marketing and sales roadmap across B2B and B2C verticals.

4.6 Distribution Channels


<div></div> <div>Wholesale Distribution</div> <div>To Asian grocery wholesalers, restaurants, and food-service providers.</div>	<div></div> <div>Retail Placement</div> <div>Via ethnic food aisles in major supermarkets and independent stores.</div>
<div></div> <div>E-Commerce & Direct Sales</div> <div>Through Amazon, Shopify website, and grocery delivery platforms.</div>	<div></div> <div>Private Label/OEM Services</div> <div>Partnering with Canadian ethnic brands to develop local packaging.</div>

Market Opportunity & Target Clients

5.1 Market Opportunity Overview


Canada's growing appetite for authentic ethnic and Southeast Asian foods has created a powerful market opportunity for exporters like ThaiDelight Foods. The company's Canadian expansion aligns perfectly with rising demand for high-quality, ready-to-cook Thai products that offer convenience without compromising taste or authenticity.

According to Statista (2024), Canada's ethnic sauce and paste market will exceed CAD 950 million by 2027, driven by three clear consumer shifts:




Authenticity over imitation

Consumers prefer products made in origin countries.



Health consciousness

Demand for low-sodium, MSG-free, and preservative-free products.



Convenience cooking

Busy professionals seek easy meal preparation solutions.

This combination of taste exploration, health, and convenience defines the opportunity for ThaiDelight Canada Inc. — a premium yet accessible brand offering authentic Thai flavours for both households and restaurants.



5.2 Market Gap Analysis

Despite the availability of Asian sauces in Canada, the majority of products are Westernized or mass-market. Brands such as Lee Kum Kee, Blue Dragon, and Thai Kitchen dominate supermarket shelves but offer generic taste profiles adapted for global consumers.

Current Market Gaps:

- Authenticity gap:** Few brands retain traditional Thai recipes or use native Thai ingredients.
 - Cultural representation:** Most "Thai-style" sauces are produced in the U.S. or China, not Thailand.
 - Private-label opportunity:** Canadian ethnic distributors seek OEM partners with consistent quality and certification.
 - Restaurant supply gap:** Many small Thai and Vietnamese restaurants import sauces informally or face high wholesale costs.
- ☐ **ThaiDelight's Advantage:** As a manufacturer-owned exporter, ThaiDelight directly controls product quality, flavor authenticity, and pricing — filling the gap between high-cost imports and low-quality alternatives.

5.3 Target Client Segments

ThaiDelight Canada Inc. will focus on four major customer categories, covering both B2B and B2C channels.

Segment	Profile	Buying Behavior	ThaiDelight Value Proposition
1. Asian Grocery Distributors & Wholesalers	Ethnic food importers, serving local grocery stores & restaurants.	Purchase in pallets or containers; demand steady supply.	Factory-direct pricing, HACCP certification, private labeling option.
2. Restaurants & Food-Service Chains	Thai, Vietnamese, Asian fusion, and catering businesses.	Require consistent quality and flavor profile.	Bulk packaging (1L–5L), no-MSG recipes, reliable monthly supply.
3. Retail Consumers (End Users)	Multicultural families, food enthusiasts, millennials.	Prefer ready-to-cook, authentic, and healthy options.	Compact packaging (200–300g), vibrant branding, bilingual labels.
4. E-Commerce & Digital Shoppers	Online buyers via Amazon, Instacart, and Shopify store.	Impulse purchase; value authenticity and reviews.	Attractive product visuals, QR-linked recipe ideas, fast shipping.

These four pillars create a balanced market mix, reducing dependence on any single channel while building both retail and institutional presence.

5.4 Market Entry Barriers and Overcoming Strategy

Barrier	Description	Mitigation Strategy
CFIA Licensing	Importers must comply with Canadian food-safety regulations.	Partner with licensed customs broker (Livingston International) and Canadian food consultant.
Distribution Relationships	New entrants face trust barriers with wholesalers.	Founder-led direct sales and trade show participation to establish credibility.
Language & Labeling	French-English packaging mandatory for retail.	Bilingual packaging from Year 1; translation agency engaged.
Brand Recognition	Consumers favor familiar brands.	Launch digital awareness campaigns, influencer partnerships, and sampling programs.

ThaiDelight's strategy directly addresses all operational and marketing barriers common to first-time entrants.

5.5 Value Proposition Summary

For B2B Clients

(Distributors, Restaurants)

- Direct manufacturing source = lower procurement cost (15–20% savings).
- Consistent supply backed by factory capacity and certifications.
- Bulk and custom packaging options (OEM and private-label).

For Retail Consumers

(B2C)

- Authentic Thai taste and natural ingredients.
- Easy-to-use packaging with cooking tips and QR-linked recipes.
- Premium design suited for supermarket and e-commerce visibility.

For the Canadian Market

- Strengthens trade under CPTPP.
- Creates Canadian jobs in sales, logistics, and marketing.
- Promotes cultural diversity through food innovation.

5.6 Sales Channel Strategy

01

B2B Distribution Partnerships

Engage wholesalers and import agents in GTA and Vancouver through trade exhibitions and targeted outreach.

02

Restaurant Supply Program

Develop a "Chef's Choice" line for bulk buyers with customized packaging.

03

Retail Placement

Introduce 10–12 SKUs into ethnic grocery chains and independent stores by Year 2.

04

E-Commerce Launch

Operate Shopify-based store linked to fulfillment partners (e.g., ShipBob, Amazon FBA).

05

Private Label / Co-Branding

Offer product development services to small ethnic food entrepreneurs.

Products & Services

6.1 Overview

ThaiDelight Canada Inc. will import, distribute, and promote a curated portfolio of authentic Thai sauces, curry pastes, condiments, and coconut-based snacks, all manufactured by its parent company, ThaiDelight Foods Co., Ltd. (Thailand).

The product portfolio is designed to satisfy both B2B (restaurants, wholesalers) and B2C (retail and online consumers) needs, offering consistent quality, authentic taste, and CFIA-compliant packaging tailored for the Canadian market.

6.2 Product Categories



Category	Key Products	Features & Benefits
1. Curry Pastes	Red, Green, Yellow, Panang, Massaman	Authentic Thai recipes made with fresh herbs; preservative-free; shelf-stable pouches.
2. Stir-Fry Sauces	Pad Thai, Sweet Chili, Basil Chili, Garlic Pepper	Ready-to-cook sauces designed for quick meals; perfect balance of flavor and spice.
3. Condiments & Marinades	Oyster Sauce, Tamarind Paste, Thai Chili Oil, Satay Sauce	Restaurant-grade consistency; gluten-free and halal-certified.
4. Coconut Series	Coconut Chips, Roasted Coconut Slices, Tapioca Bites	Vegan-friendly and sustainably sourced; recyclable packaging.
5. Private-Label OEM	Custom sauces, dips, and condiments for local brands	Flexible MOQ; full-service R&D, labeling, and compliance support.

Each SKU will be available in multiple sizes (200g retail pouches, 1L bottles, 5L bulk packaging) to serve both consumer and food-service needs.

6.3 Product USP (Unique Selling Proposition)

1	Authenticity All products are made in Thailand using locally grown herbs and spices.
2	Health-Oriented No MSG, artificial colors, or preservatives.
3	Certifications HACCP, GMP, and Halal-certified; CFIA and FDA import-ready.
4	Consistency Controlled flavor profiles across every batch, ideal for restaurant use.
5	Convenience Ready-to-cook and resealable packaging formats designed for Canadian homes.
6	Sustainability Eco-friendly, recyclable pouches and bottles; reduced plastic footprint.

6.4 Packaging & Design Strategy



ThaiDelight's packaging is engineered to meet Canadian Food Inspection Agency (CFIA) standards and local retail aesthetics.

Format	Target Segment	Material & Design Notes
Retail Pouch (200–300g)	Household & online sales	Bilingual (English/French) labels; matte recyclable pouches; QR code for recipes.
Glass Bottles (250–500ml)	Premium condiments & sauces	Transparent glass with tamper-proof seal and clean label design.
Bulk Packs (1–5L)	Restaurants, catering chains	HDPE bottles; cost-efficient and durable.
Sample Kits (50–100g)	Retail trials & events	Multi-sachet pack for marketing campaigns and giveaways.

Every package will include clear nutritional facts, origin statement, expiry date, and allergen information, ensuring compliance with CFIA and Health Canada labeling laws.

This service positions ThaiDelight as a B2B solution provider, not just an importer — expanding potential revenue and creating cross-border trade benefits for both nations.

6.5 Product Pricing Strategy

Category	Import Cost (CAD)	Retail Price (CAD)	Gross Margin
Curry Pastes (200g)	1.60	3.99	60%
Stir-Fry Sauces (250ml)	1.80	4.49	58%
Condiments (500ml)	2.50	5.99	52%
Coconut Snacks (80g)	0.90	2.49	63%
Bulk Sauces (5L)	12.00	22.00	45%

Margins will be shared between ThaiDelight Canada and local distributors depending on volume. Retail pricing remains competitive with mainstream brands while emphasizing authenticity and quality.






Competitive Landscape

7.1 Industry Context


The Canadian ethnic food market is vibrant yet highly fragmented, comprising a mix of global FMCG players, regional importers, and private-label brands. The Asian sauces and condiments category alone represents an estimated CAD 950 million market, growing annually at 8–10%.

However, most competitors operate under distributor-based import models, lacking manufacturing control or product authenticity. This gives ThaiDelight Canada Inc. — backed by its own production facility in Thailand — a strong operational edge and credibility in quality assurance, consistency, and cost management.

7.2 Major Competitors in Canada


Brand / Company	Headquarters	Product Focus	Market Channel	Observed Weakness
 Lee Kum Kee	Hong Kong	Chinese & Asian sauces	Retail, wholesale	Mass-market focus; diluted Thai offerings.
 Thai Kitchen	USA	Soups, sauces, noodles	Retail (Walmart, Metro)	U.S.-made "Thai-style" products; lacks authenticity.
 Blue Dragon	UK	Fusion Asian sauces	Retail	Westernized flavors; no Thai origin certification.
 Siam International Foods	Toronto, Canada	Multi-brand importer	Wholesale distribution	No proprietary brand; limited control over product quality.
 Healthy Boy Brand	Thailand	Soy and oyster sauces	Asian grocery stores	Limited marketing presence; single-category focus.

7.3 Competitive Advantages




Authentic Origin

ThaiDelight products are genuinely produced in Thailand, offering a level of authenticity unmatched by most competitors whose products are "Thai-inspired" but manufactured elsewhere.




Manufacturing Control

By owning its production facility, ThaiDelight maintains control over recipes, ingredients, packaging, and pricing, unlike distributor-importers dependent on third-party suppliers.




Compliance Readiness

HACCP, GMP, and Halal certifications ensure a smooth CFIA approval process, significantly reducing regulatory delays and giving ThaiDelight an operational edge during market entry.




Brand Story & Cultural Connection

ThaiDelight positions itself as a brand ambassador for Thai culture, using storytelling and recipe-driven marketing to appeal to Canadian consumers interested in authentic cuisine experiences.



Dual Market Approach (B2B + B2C)

Most brands focus either on restaurants or retail; ThaiDelight combines both — targeting ethnic distributors, restaurants, and households simultaneously.



Price Competitiveness

Through direct shipping and zero intermediary markup, ThaiDelight can price products 15–20% lower than comparable brands while retaining healthy margins.

7.4 Market Differentiation Strategy

Positioning Statement:

"Authentic Thai flavors, responsibly made, directly from our kitchen in Thailand to yours in Canada."

Differentiation Factors:

- **Authenticity:** Real Thai production, ingredients, and recipes.
- **Quality Control:** In-house manufacturing, consistent flavor profiles.
- **Affordability:** Factory-direct model keeps prices competitive.
- **Compliance:** Fully prepared for CFIA, bilingual packaging, and labeling laws.
- **Sustainability:** Recyclable materials and fair-trade ingredient sourcing.

Brand Tone: Warm, trustworthy, cultural, and community-driven — designed to connect with both immigrant communities and Canadian food explorers.

Competitive Barriers to Entry

While competition is growing, the barriers to entry in Canada's food import sector are significant — including licensing, labeling, and trade compliance. ThaiDelight's structured approach gives it a clear advantage:

- Already compliant factory certifications.
- CPTPP tariff benefits (0–5%).
- Financially supported subsidiary model.
- Executive-level transfer under ICT ensuring knowledge continuity and quality control.

These barriers protect ThaiDelight's business model from new, unqualified entrants.

Marketing & Sales Strategy

8.1 Marketing Objective

The marketing objective of ThaiDelight Canada Inc. is to build brand awareness, trust, and distribution networks for authentic Thai food products across Canada within the first three years of operations.

The focus is threefold:

Market Entry Establish ThaiDelight as a trusted brand among importers, distributors, and restaurants.	Brand Positioning Create a distinct image as authentic, healthy, and culturally rich Thai cuisine.	Sales Conversion Achieve consistent B2B and retail revenue streams through online and offline channels.
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8.2 Core Brand Message

"Authentic Thai Flavours,
Responsibly Made."

ThaiDelight Canada's brand communication emphasizes authentic taste, health, and heritage — appealing equally to immigrant families who miss home-style flavours and Canadians exploring world cuisine.

Tone of Communication: Warm, trustworthy, and culturally vibrant — highlighting Thai culinary art, local farmer partnerships, and clean-label production.

8.3 Target Audience

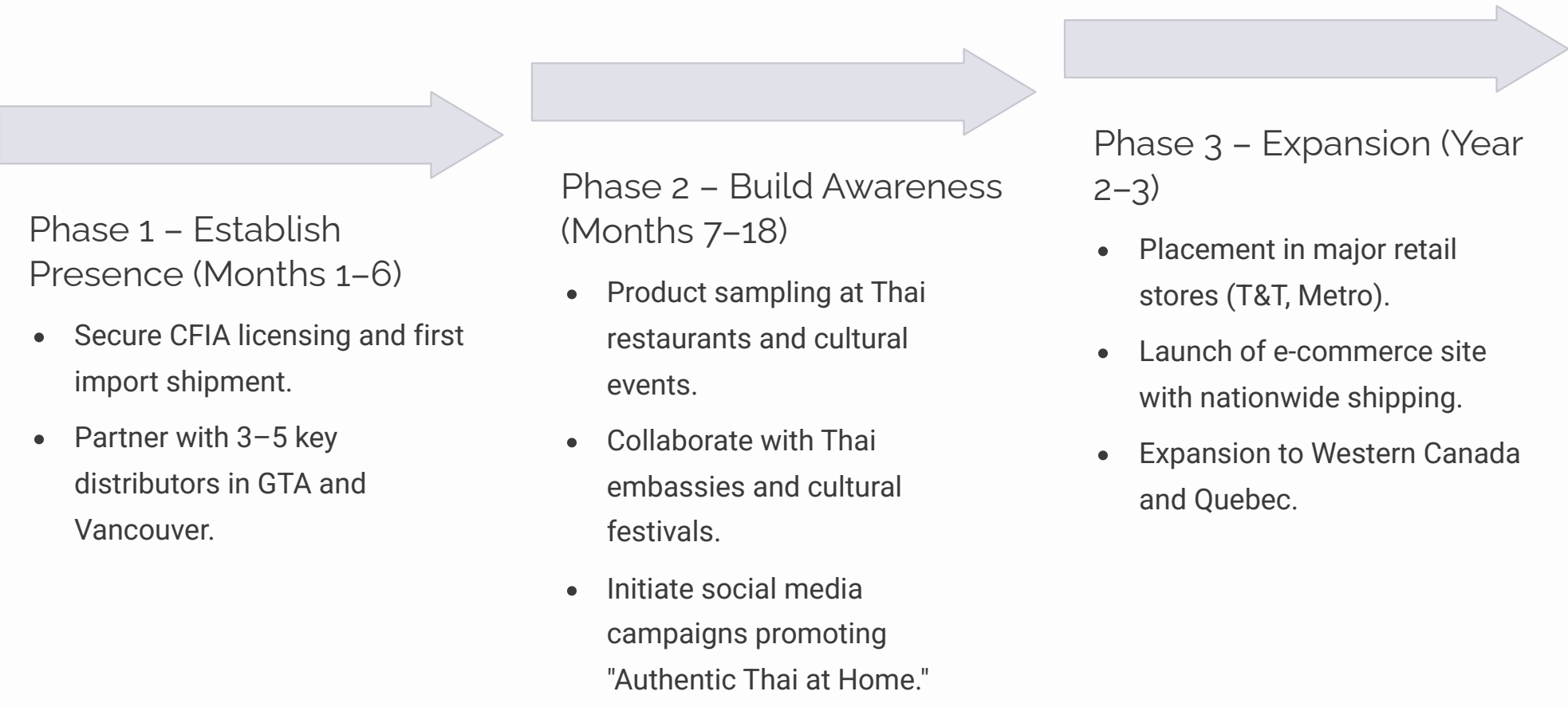
B2B Segment

- Ethnic food distributors
- Grocery wholesalers
- Thai, Vietnamese, and Asian-fusion restaurants
- Retail chain buyers (Loblaws, Metro, T&T, Longo's)
- Food import agents and private-label partners

B2C Segment

- Southeast Asian diaspora families
- Canadian millennials and home cooks exploring Thai food
- Health-conscious consumers seeking preservative-free sauces
- Online grocery shoppers via Amazon and Instacart

8.4 Market Entry Approach



8.4 Digital Marketing Strategy

A strong online presence will amplify brand awareness and help reach both retail and wholesale audiences.



1. Website & SEO Optimization



2. Social Media Marketing



3. Paid Campaigns



4. E-Mail & CRM Marketing



5. E-Commerce Integration

8.5 Offline & Trade Marketing

1. Trade Shows & Events

Participation in:

- SIAL Canada (Toronto & Montreal)
- Restaurants Canada Show
- Canadian Food Expo

2. In-Store Promotions

- Product tasting booths at Asian supermarkets.
- Co-branding with restaurant chains offering "ThaiDelight Curry Week."

3. Community Engagement

- Sponsorship of Thai cultural festivals in GTA and Vancouver.
- Collaboration with Thai embassy and local chambers of commerce.

4. Sampling & PR Kits

Free sample kits (50–100g pouches) distributed to:

- Restaurant chefs
- Retail category buyers
- Food bloggers and media influencers

8.6 B2B Sales (Distributors & Restaurants)

Retail Sales

Online Sales

Operations Plan

9.1 Objective

ThaiDelight Canada Inc. will establish a fully compliant, efficient, and scalable import-and-distribution system that ensures continuous product supply, quality control, and cost-effective logistics throughout Canada. The operations plan balances lean infrastructure with strategic outsourcing — allowing the company to focus on sales growth and brand building while maintaining tight control over quality and compliance.

9.2 Operational Headquarters

Element	Details
Location	Mississauga, Ontario (GTA corridor with easy access to Toronto Port & Pearson Airport).
Facility Type	Leased office + warehouse unit (approx. 600 – 800 sq. ft.).
Functions Handled	Product receiving and storage, order processing, dispatch coordination, sales management.
Lease Budget	CAD 1 000 – 1 200 per month for shared industrial space during Year 1.

The GTA location offers direct access to Canada's largest ethnic consumer base and efficient connectivity to national highways and freight carriers.

9.3 Import & Logistics Workflow



Step 1 – Manufacturing & Export from Thailand

Products are manufactured and packed at ThaiDelight Foods Co., Ltd.'s HACCP-certified facility in Samut Sakhon, Thailand. Shipments are consolidated into 20-foot refrigerated containers maintaining temperature between 10–15 °C for non-frozen goods.

Step 2 – International Shipping

Transport via Bangkok Port to Port of Vancouver or Montreal under CPTPP documentation. Transit time: 24–28 days. Freight insurance and customs documents (Invoice, Packing List, Health Certificate, Certificate of Origin) prepared by parent company.

Step 3 – Customs Clearance (Canada)

Broker: Livingston International Ltd. Duties and taxes assessed under CPTPP tariff exemptions (5–10 % reduction). CFIA inspection and import license verification handled prior to release.

Step 4 – Warehouse Receiving

Goods received at Mississauga warehouse; stock entered into inventory management software with batch tracking and FIFO rotation.

Step 5 – Distribution

- Pallet shipments to distributors via LTL freight.
- Smaller orders fulfilled through courier partners (Canpar, Purolator).
- E-commerce orders fulfilled by ShipBob or Amazon FBA centers.

Step 6 – Returns & Quality Assurance

Returned items logged in inventory system; non-compliant batches destroyed per CFIA protocol. Monthly QA audits conducted by the Operations Manager.

9.4 Supply Chain Management

- Suppliers:** Direct sourcing from ThaiDelight's own factory reduces dependency on third parties.
- Shipping Agents:** Maersk Line and Hapag-Lloyd contracted for regular container bookings.
- Freight Insurance:** Provided by Bangkok Insurance Co. Ltd.
- Canadian Carriers:** FedEx Freight and Manitoulin Transport for domestic distribution.

An ERP-style inventory platform (Xero + Cin7 integration) will track stock levels, purchase orders, and sales reports in real time.

9.5 Warehouse & Storage Specifications

Feature	Specification
Dry Storage Area	Ambient temperature, pallet racking for 3 000–4 000 kg capacity.
Temperature-Controlled Zone	10–15 °C for sensitive sauces and coconut snacks.
Receiving Dock	Standard 1-truck bay; pallet jack handling.
Security	CCTV monitoring and key-card entry.
Hygiene	Weekly sanitization and pest control compliance.

Warehouse layout optimized for quick pick-and-pack operations and inventory rotation.

9.6 Technology & Systems

- Accounting & Finance:** QuickBooks Online for bookkeeping and CRA compliance.
- Inventory & CRM:** Cin7 for stock tracking and order management.
- E-Commerce:** Shopify with API integration to ERP.
- Digital Workspace:** Google Workspace and Slack for team collaboration.
- Data Security:** Cloud backup with two-factor authentication for sensitive records.

9.7 Operational Timeline

Phase	Timeline	Key Activities
Phase 1: Setup	0–6 months	Incorporation, license application, warehouse lease, first shipment.
Phase 2: Stabilization	6–12 months	Distributor onboarding, CFIA inspection completion, initial sales network.
Phase 3: Expansion	Year 2	Add local staff, introduce retail and e-commerce channels.
Phase 4: Optimization	Year 3	Warehouse automation, regional distribution centers in BC and Quebec.

9.8 Quality Assurance & Customer Support

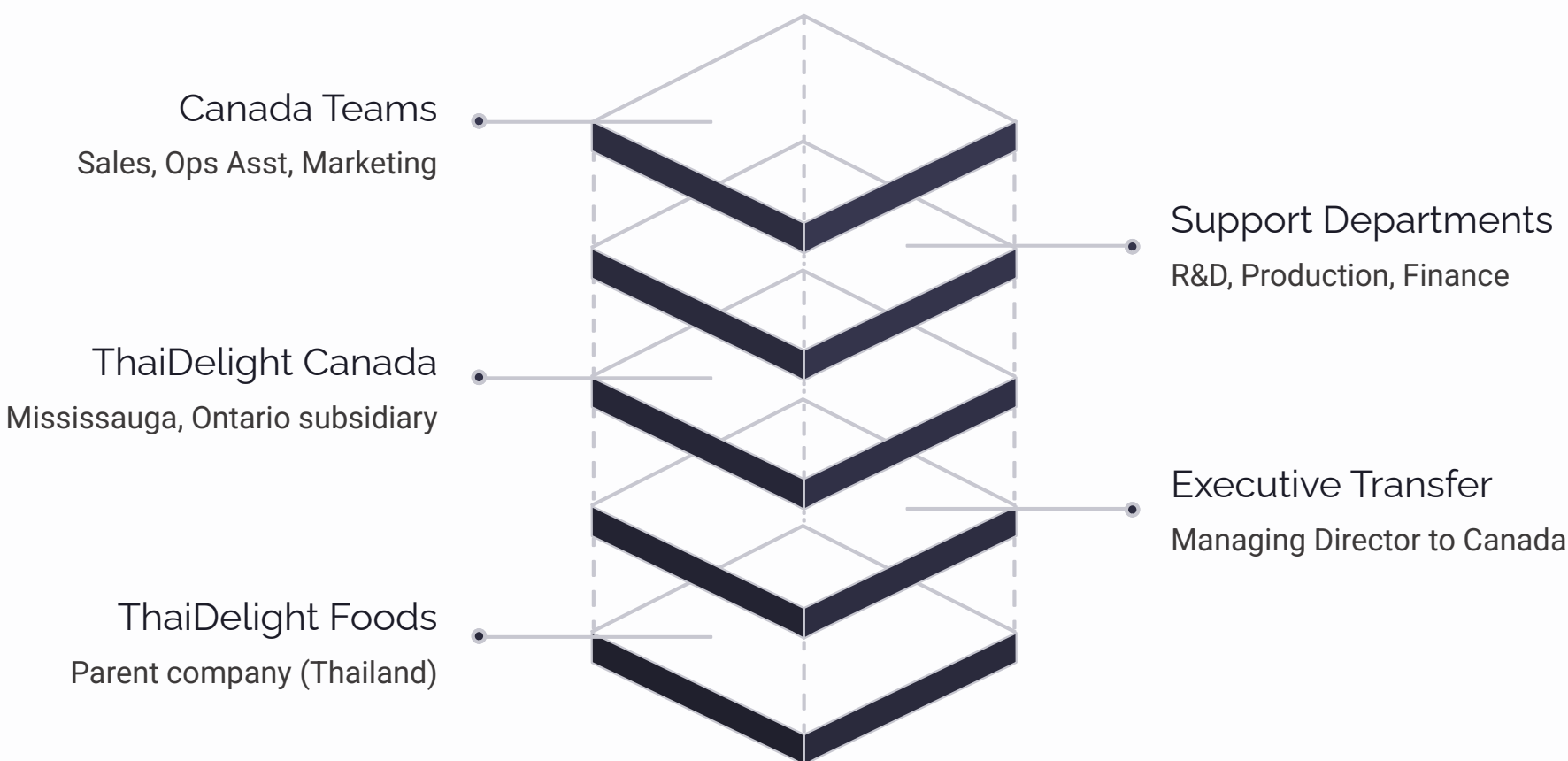
- Regular product testing and recorded QA protocols.
- Customer feedback loop via email and social media channels.
- Complaint handling system with 48-hour response commitment.
- Quarterly performance review of logistics partners and suppliers.

Management & Staffing Plan

10.1 Objective

ThaiDelight Canada Inc. aims to establish a lean but skilled management structure that combines the parent company's leadership experience with locally hired Canadian talent. The goal is to ensure – within the first three years – that operations run independently under a trained domestic team while maintaining brand integrity and global quality standards.

10.2 Organizational Structure



The Managing Director (transferred executive) holds direct control over strategy, finance, and compliance, reporting to the Thai Board. Local employees manage sales, logistics, and marketing with delegated authority.

10.3 Transferred Executive Profile

Name: Mr. XYZ

Position: Managing Director, ThaiDelight Canada Inc.

Experience: 15 + years in food manufacturing, export management, and international trade.

Education: Bachelor of Food Science – Kasetsart University (Thailand); Diploma in Export Management – Bangkok University.

Core Competencies

- International trade compliance and customs management.
- Product development and supply-chain optimization.
- Strategic marketing for ethnic food brands.
- Team training and cross-cultural leadership.

Role in Canada

- Incorporate and launch the subsidiary.
- Establish distribution and partnership agreements.
- Ensure CFIA and Health Canada compliance.
- Recruit and train Canadian employees.
- Transfer operational and branding knowledge from Thailand.

His leadership is considered essential under ICT (C12 – Executive Category), as he possesses specialized knowledge and decision-making authority central to ThaiDelight's global expansion.

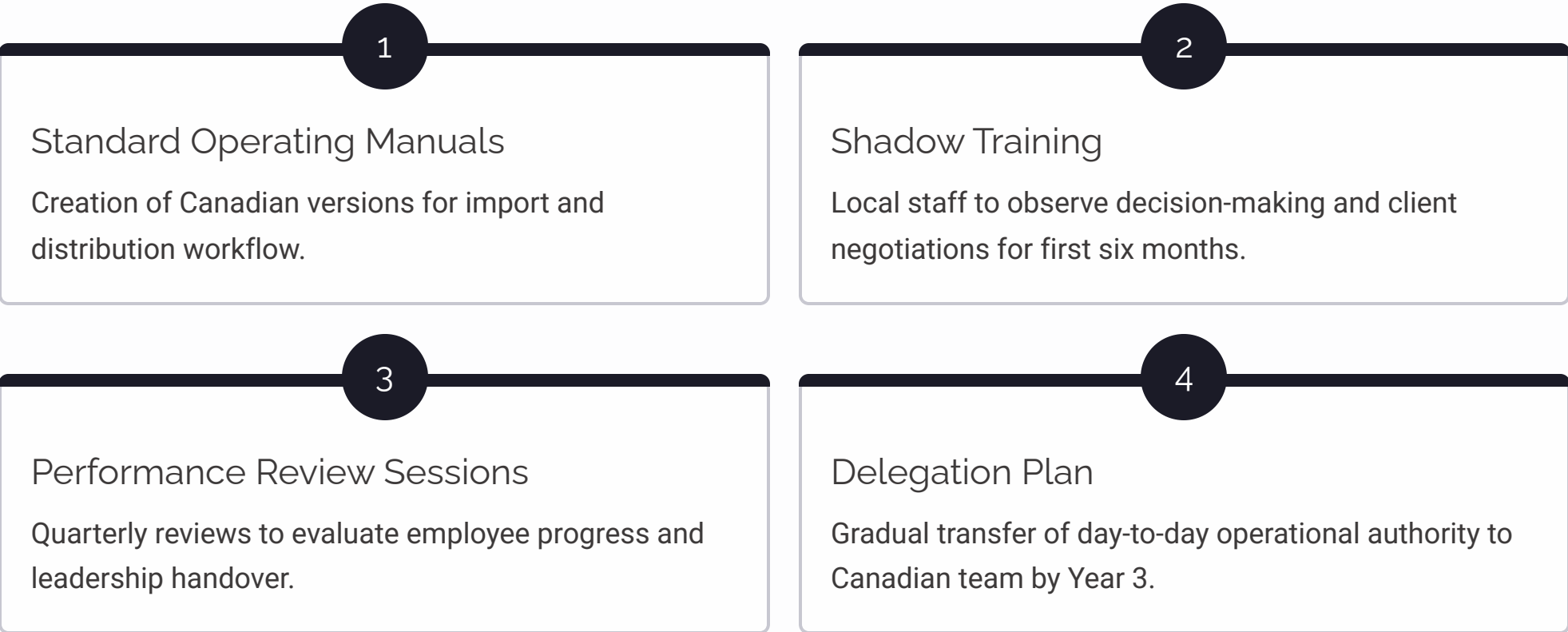
10.4 Local Management Team & Hiring Plan

Position	Timeline	Key Responsibilities
Sales Coordinator (Canadian Hire)	Year 2	Manage client database, prepare quotations, assist in marketing campaigns, maintain CRM records.
Warehouse & Logistics Assistant (Canadian Hire)	Year 2	Handle stock control, order fulfillment, returns, and safety compliance at warehouse.
Marketing & Communications Consultant (Part-time or Agency)	Year 1 – Outsourced	Oversee social media, content creation, and digital campaigns targeted at Canadian audiences.
Finance & Tax Advisor (CPA Ontario)	Year 1 – Retainer	Manage HST filing, bookkeeping, and CRA compliance.

By Year 3, ThaiDelight Canada will employ 3–4 full-time Canadian staff with a salary expenditure of approximately CAD 150 000 annually.

10.5 Knowledge Transfer Mechanism

To ensure long-term self-sufficiency, the executive will implement structured knowledge transfer plans:



10.6 Advisory & Support Network

ThaiDelight Canada will rely on professional support partners to supplement its core staff:

Service	Partner	Role
Accounting & Tax	CPA Ontario Firm (to be appointed)	Monthly financial reporting, HST filing.
Legal Advisory	Dentons LLP (Toronto) or equivalent	Corporate governance and contract drafting.
Customs Brokerage	Livingston International	Import declarations and CFIA compliance.
Digital Marketing	Local creative agency	Advertising and content management.

These partners provide expertise without increasing fixed staff costs, allowing ThaiDelight to focus on core sales operations.

Financial Plan (3-Year Projection)

11.1 Objective

The financial strategy for ThaiDelight Canada Inc. is designed to maintain stability during its start-up phase, reach operational break-even by Month 18, and generate sustained profitability by the end of Year 2. The plan relies on the parent company's direct investment, lean operations, and controlled distribution expansion.

11.2 Capital Structure & Funding Source

Funding Component	Amount (CAD)	Source	Purpose
Equity Injection	95 000	ThaiDelight Foods Co., Ltd. (Thailand)	Incorporation, setup, and working capital
Inter-Company Loan Facility (standby)	50 000	Parent Company Credit Line	Contingency fund for inventory or marketing
Local Revenue Re-investment	Ongoing	Sales Income	Operating expenses and growth budget
Total Available Capital	145 000		

All funds will be transferred through official inter-company channels and deposited in RBC Canada, maintaining full transparency and CRA compliance.

11.3 Start-Up Investment Allocation

Expense Category	Estimated Cost (CAD)
Company Registration & Legal Fees	3 000
Warehouse Lease & Furnishing (First Year)	12 000
Office Equipment & IT Setup	5 000
Import Licensing & CFIA Compliance	4 000
Initial Inventory Shipment (First Container)	25 000
Marketing & Launch Campaign	20 000
Logistics & Transportation Setup	8 000
Professional Services (Accounting, Legal, Consultants)	6 000
Working Capital Reserve (6 Months)	12 000
Total Start-Up Investment	95 000

11.4 Revenue Model

ThaiDelight Canada operates under a B2B + B2C hybrid model, generating income through four primary streams:

1. Wholesale Distribution Supplying sauces and snacks to ethnic food distributors.	2. Restaurant Sales Bulk supply to Thai, Vietnamese, and fusion restaurants.
3. Retail Sales Placement in supermarkets and ethnic grocery chains.	4. E-Commerce Direct Sales Online store (Shopify & Amazon FBA).

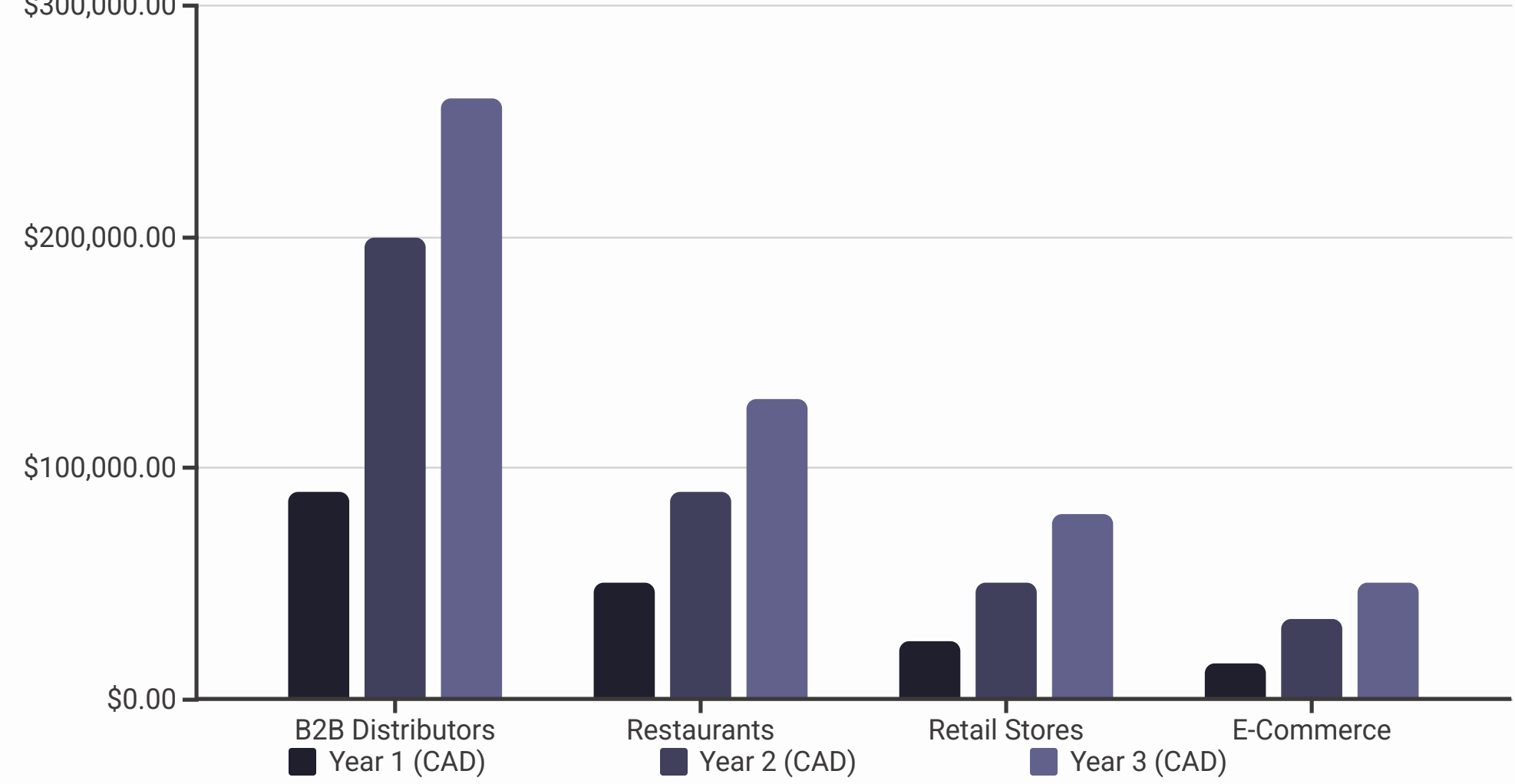
Average gross margin across all SKUs ranges from 25 % to 30 % based on volume and distribution mix.

11.5 Revenue Assumptions

- Average Unit Import Cost: CAD 1.90
- Average Retail Price: CAD 4.50
- Average B2B Wholesale Price: CAD 3.20
- Average Monthly Sales Volume (Year 1): 4 000 units, increasing to 9 000 units by Year 3.
- Customer Retention: 80 % for repeat B2B clients.
- Currency Exchange: THB/CAD at 25.0 (base case).

These figures reflect conservative market entry projections aligned with Canadian ethnic food benchmarks.

11.5 Projected Revenue Statement (3 Years)



11.6 Profit & Loss Projection

Year	Revenue (CAD)	Total Expenses (CAD)	Net Income (CAD)	Gross Margin %
Year 1	180 000	200 000 (after COGS)	-20 000 (loss)	25 %
Year 2	375 000	360 000	15 000	28 %
Year 3	520 000	478 000	42 000	30 %

Break-Even Point: Expected in Month 18 (Year 2 Q2). ThaiDelight's parent company will cover initial loss through equity support and internal funds.

11.7 Cash Flow Summary

Category	Year 1 (CAD)	Year 2 (CAD)	Year 3 (CAD)
Opening Balance	95 000	30 000	45 000
Net Operating Cash Flow	-50 000	15 000	42 000
Capital Expenditure	-15 000	-5 000	-5 000
Closing Balance	30 000	45 000	82 000

Cash reserves remain positive throughout the projection period, ensuring adequate liquidity for inventory and marketing.

11.8 Key Financial Ratios

Indicator	Year 1	Year 2	Year 3	Interpretation
Gross Margin %	25 %	28 %	30 %	Increasing efficiency and better pricing control.
Net Profit Margin %	-11 %	4 %	8 %	Profitability achieved from Year 2 onward.
Inventory Turnover	3.5×	4.2×	4.8×	Efficient stock management.
Return on Investment (ROI)	-21 %	16 %	32 %	Positive ROI by end of Year 3.
Liquidity (Current Ratio)	2.8	3.1	3.5	Strong short-term solvency.

11.9 Financial Management & Reporting

- Bookkeeping:** QuickBooks Online; monthly reconciliations.
- Tax Compliance:** Corporate income tax and HST handled by CPA Ontario firm.
- Reporting:** Quarterly management reports to parent company Board of Directors.
- Audit:** Annual financial review after Year 2.
- Banking:** RBC Canada (operating account + foreign currency account).

The company will adopt Canadian GAAP and CRA guidelines for reporting transparency.

11.10 Financial Risks & Mitigation

Risk	Impact	Mitigation Action
Exchange-Rate Volatility	May affect import cost.	Maintain CAD reserve and forward contracts.
Freight Rate Increase	Raises landed cost.	Long-term freight contracts and volume discounts.
Credit Risk from Distributors	Possible delays in payment.	Credit insurance and partial pre-payment policy.
Regulatory Delays	Potential import hold-ups.	Experienced broker and CFIA consultant.

11.11 Funding & Growth Outlook

Beyond Year 3, ThaiDelight plans to:

- Introduce a second capital injection of CAD 100 000 to expand warehouse capacity and product lines.
- Seek trade finance facilities from Canadian banks based on revenue history.
- Evaluate government export incentives through Global Affairs Canada and EDC.

By Year 5, projected annual sales are expected to reach CAD 850 000 – 1 million, achieving stable profitability and long-term sustainability.

Immigration Rationale (ICT Justification)

13.1 Purpose of the Transfer

The proposed transfer of Mr. XYZ, Founder and Managing Director of ThaiDelight Foods Co., Ltd. (Thailand), to ThaiDelight Canada Inc. (Mississauga, Ontario), is made under the Intra-Company Transfer (C12 – Executive Category) program.

This transfer is essential to establish, manage, and scale the Canadian subsidiary, which will serve as the North American distribution hub for authentic Thai food products. Mr. [Name] possesses proprietary expertise in product development, export management, and quality control systems that are critical during the early operational years.

13.2 Executive Role & Necessity of Transfer

Mr. XYZ's transfer is justified by his extensive leadership experience and technical knowledge that cannot be immediately replaced or replicated in Canada.

Proposed Canadian Role:

Position: Managing Director
NOC: 00012 – Senior Manager / Executive Category

Key Responsibilities:


- Establish the company's operational, financial, and compliance infrastructure.
- Negotiate partnerships with Canadian distributors, restaurants, and retailers.
- Supervise import licensing, CFIA compliance, and warehouse setup.
- Direct marketing and product adaptation for the Canadian market.
- Recruit and train local employees for sales, logistics, and administration.
- Represent the company at trade shows and government consultations.

Decision-Making Authority: As Managing Director, Mr. XYZ will have full control over hiring, budgeting, purchasing, and strategic direction for the subsidiary, reporting only to the parent company's board in Thailand.


This qualifies as **Executive Capacity** under ICT – defined by IRCC as a position that directs management of the enterprise, establishes goals and policies, and exercises wide latitude in decision-making.

13.3 Economic & Social Benefit to Canada


The establishment of ThaiDelight Canada Inc. contributes directly to Canada's economic objectives through job creation, trade enhancement, and cross-cultural value addition.




1. Employment Creation




2. Trade Enhancement



3. Tax Revenue



4. Knowledge Transfer



5. Cultural Value

Together, these factors meet the **Significant Benefit to Canada** criterion emphasized under IRCC's ICT policy.

13.4 Knowledge & Technology Transfer

ThaiDelight's expansion facilitates the transfer of valuable operational knowledge that supports Canadian innovation in food manufacturing and trade.

Area	Transferred Knowledge	Benefit to Canada
Food Production Standards	HACCP-compliant manufacturing processes	Enhances Canadian distributor confidence in imported food safety.
Sustainable Sourcing	Fair-trade supply chains and recyclable packaging practices	Aligns with Canada's ESG and sustainability goals.
Market Development Techniques	Multicultural product adaptation and co-branding	Expands Canada's food innovation and diversity sector.
Digital Marketing Integration	Omni-channel sales model (B2B + B2C + e-commerce)	Encourages adoption of advanced trade technologies.

13.5 Alignment with IRCC ICT Eligibility

ICT Requirement	ThaiDelight Compliance
Qualifying Relationship	100% parent-owned subsidiary registered in Ontario.
Viable Business Plan	3-year operational and financial projections prepared; realistic revenue growth and staffing plan included.
Office & Premises	Leased Mississauga office and warehouse established.
Financial Capacity	CAD 95 000 initial capitalization from parent company; verified through banking documents.
Full-Time Employment Creation	Two Canadian hires in Year 2; four by Year 3.
Genuine Need for Executive Transfer	Founding executive required for setup, training, and market development.
Economic Benefit to Canada	Job creation, trade facilitation, and sustainable business contribution.



13.6 Summary

The intra-company transfer of Mr. XYZ is essential, justified, and fully compliant with Canadian ICT program requirements. ThaiDelight Canada Inc. is a real, funded, and operationally viable business that will create employment, foster cultural exchange, and strengthen trade ties under the CPTPP framework.

By transferring a qualified executive to manage early-stage development, the company ensures effective setup, compliance, and eventual localization – fulfilling both the spirit and technical criteria of IRCC's ICT program.

Confidentiality & Disclaimer

Confidentiality Notice

This document contains proprietary business information developed exclusively for immigration and business-establishment purposes under Canadian Federal and Provincial guidelines. All contents, financial projections, and strategic frameworks within this report are the intellectual property of ThaiDelight Canada Inc. and its preparer. Unauthorized duplication, disclosure, or use of this material without written consent is strictly prohibited.

The business concepts and structures outlined are unique to the proposed Canadian operations and have been prepared in alignment with Immigration, Refugees and Citizenship Canada (IRCC) requirements for the ICT (Intra Company Transfer)

Version & Purpose Statement

This plan has been prepared as a demonstration and evaluation sample to illustrate the professional standard, format, and analytical depth applied in actual IRCC-compliant business plans.

All financial models, staffing details, and market data are based on conservative, research-backed estimates and represent potential commercial outcomes under real market conditions. The actual operational business plan provided to clients includes expanded sub-sections, market references, and detailed appendices .

19. Full Version Access

Note: This document represents a condensed public version of the business plan. Each section in the official plan includes in-depth subtopics, extended financial statements, and technical documentation supporting the business model, immigration rationale, and operational roadmap. The complete version is shared exclusively with authorized clients or representatives upon engagement.

Copyright Statement.

Prepared by: Vikram Z Avisors
For: Thai Delight Inc Canada , Intra Company Transfer Application
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