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Accelerating Your International Growth Through Strategic Partnerships

Introduction



Partnerships play a vital role in your company's ability to expand into new international markets. Understanding how to find the right local partners, vet them, and build a mutually beneficial, functional business relationship are failures even the most experienced business leaders face. Given the rise of new uncertainties amid COVID-19, you need to make better data-driven decisions, have clear growth goals, and find partners who share a complementary vision for the future.

Effective partnerships are a competitive advantage for your business. Partnerships can directly support your customer acquisition and retention in global markets, and create new forms of value between you and other firms. However, along with that shared value comes new forms of risk. Knowing what questions to ask early on in the development of a partnership can help you minimize risk and ensure mutual value.

This report provides tools and insights to help businesses build out their global partnership strategy, drawing upon lessons learned by fellow Canadian startups, time-tested custom templates for tech entrepreneurs from experts in the MaRS ecosystem, and resources available from government partners, such as Export Development Canada.

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Benefits of Global Partnership

Even before COVID-19, working with partners was an effective way to test markets at a lower cost and reduced risk. When identifying a potential partner, you should look at all the benefits of the partnership—essentially, what you

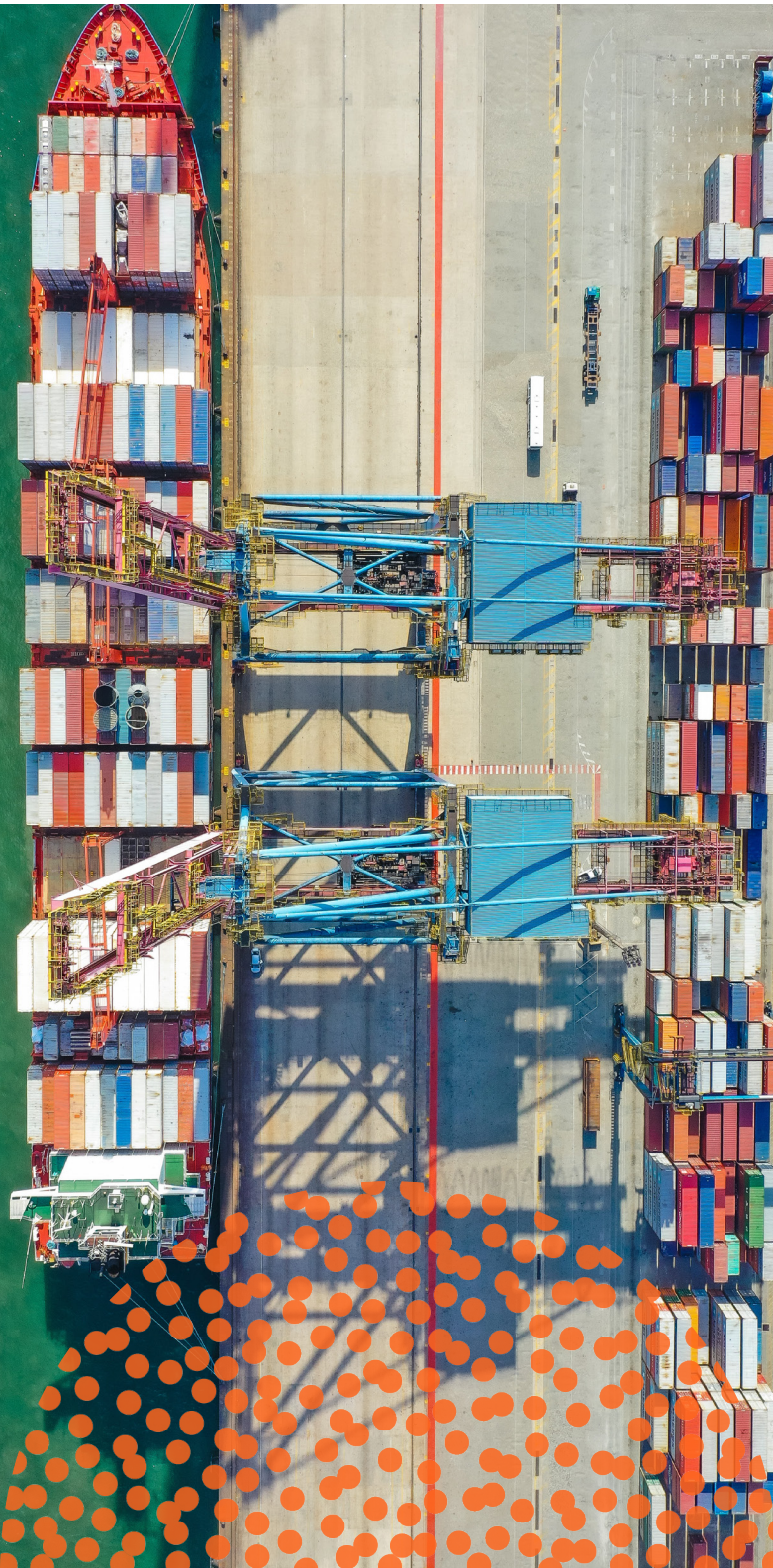
both bring to the table. This will help you build out your ideal partner profile and vetting criteria, which will allow you to measure whether the benefits outweigh the risks.

Who is bringing what to the table?

Your Business	Partner
<ul style="list-style-type: none">• Product• Brand Goodwill• New Revenue Stream• IP (avoid sharing with partner at all costs)• Entrance into a New Vertical or Sector	<ul style="list-style-type: none">• Scale and Exposure• Distribution Channel• Government Relations• Brand Goodwill• Local Employees and Offices• Easier Access to New Markets



Types of Partnerships



Partners provide on-the-ground representatives in new markets to help your business find customers and generate sales in those regions. The most traditional partners are agents and distributors.

Different industries rely on different types of partners to successfully expand to new markets. In the case studies that follow, four Canadian companies each provide insight into their unique approach to partnerships that reflects the realities of their industry sector:

- **CarbonCure Technologies**, Clean Technology
- **Cyclica**, Healthcare Technology
- **Moka**, Financial Technology
- **Tulip**, Retail Enterprise Technology

While the types of partnerships may vary among industries, there are common factors that contribute to a successful partnership. In each case study, we explore the following factors:



Company history and growth trajectory



Partnership criteria



Impact of COVID-19



What makes partnerships successful

CASE STUDY



“The fastest way to scale rapidly is by forming channel partnerships versus building your own direct network.”

— **Kaja Salovsky, Vice-President of Business Development at CarbonCure Technologies**



CarbonCure Technologies manufactures a carbon-utilization technology that mineralizes recycled CO₂ within fresh concrete, reducing its carbon footprint without compromising performance. The result is a solution with strong economic and environmental benefits for its customers. To date, CarbonCure has saved over 86,000 tonnes of CO₂ emissions. Its network of concrete producers throughout North America, Asia Pacific and Latin America continues to expand, with plans to launch in over 30 new markets over the next three years.



The Channel Partners CarbonCure Requires

- **CO₂ suppliers:** These provide reliable and economic sources of recycled CO₂.
- **Sustainability-focused concrete producers:** They manufacture and deliver low-carbon, high-quality CarbonCure concrete to the local market.
- **CarbonCure authorized distributors:** They act as CarbonCure's exclusive sales and local agent within their respective market.

Key Criteria CarbonCure Considers when Vetting a Channel Partner

CarbonCure qualifies potential channel partners using a scoring matrix of desired criteria, including:

- Do they have sustainability objectives?
- How long have they been in business?
- Do they have sufficient resources (marketing, sales, technical, support)?

- Are they financially stable?
- Do they have a market footprint that aligns with CarbonCure's goals?
- Are they respected by their current customers?
- Are they leaders in their market segment?
- Can they provide trade references from other manufacturers they represent?

To CarbonCure, a successful partnership relies on trust, integrity, respect, mutual accountability and an understanding that they are mutually invested in each other's growth.



COVID-19 has required CarbonCure to change its approach, but not its product

While CarbonCure's ready-mix concrete technology has not changed, its approach to the market and how it interfaces with partners has adapted to the remote and digitally growing landscape. Technicians who used to travel to concrete plants now install CarbonCure technology remotely, with a combination of pre-trained local contractors, online resources and live video support. As a result of this shift in process, CarbonCure has successfully installed and commissioned 40-plus systems in various markets.



Experience sharing, from Kaja Salovsky, Vice-President of Business Development at CarbonCure Technologies

“The selection of your first channel partners is critical. This is where investment in defining your desired criteria, research and use of resources, such as the Government of Canada Trade Commissioner Service and Export Development Canada, allows for a more successful outcome. Aside from vetting channel partners through objective criteria, it is important to determine the synergies early in the process.”

CASE STUDY



“We believe the future of drug discovery is in the hands of hyper-innovative biotech companies. We partner with academic institutions to create new biotech companies, as well as existing biotech companies, by exchanging value, not capital. In doing so, we are creating the biotech pipeline of the future and ultimately bringing medicines to patients in need faster.”

— Naheed Kurji, Co-Founder, President & CEO of Cyclica



Cyclica is transforming the ways in which medicine is discovered across therapeutic areas by leveraging state-of-the-art computational biophysics and AI. Its platform reduces the time and cost of bringing drugs into the clinic, and to patients, by mitigating the vast majority of trial and error associated with drug discovery. Cyclica is based in Canada, with offices in Boston and the UK, and is growing business development in countries such as Germany, Switzerland, Korea, Singapore and Japan.



Cyclica seeks out two types of partnerships

• Business partnerships (new customers):

Its business model focuses on partnerships with hyper-innovative biotech companies and top-tier academic institutions, and collaborations with multinational pharma companies. This multi-pronged business model enables Cyclica to create the biotech pipeline of the future and thereby the next generation of life-saving medicines.

• Business growth and operations partnerships:

These include legal, accounting, finance, brand and marketing firms.

Cyclica's three approaches to finding the right partner in a new market

1. Cyclica identifies the right partner through formal advisors and personal relationships that help it make inroads into the local ecosystem.
2. The company works closely with the Trade Commissioner Service to connect with many potential partners.
3. Cyclica sometimes leverages connections in local jurisdictions and engages with consultants to get introductions to potential partners and collaborators.



COVID-19 has presented more opportunities for Cyclica

While Cyclica did initially witness a slowdown with their partners and collaborators due to the pandemic, as lab testing was shut down for a number of months, it is now seeing more growth opportunities. COVID-19 has led to a need to restructure deals to ensure both sides of a relationship are gaining value during these difficult times.



Experience sharing, from Naheed Kurji, Co-Founder, President & CEO, and Jennifer Sacco, Director of Marketing & Communications of Cyclica

“When developing partnerships globally, honesty and trust are important so you can feel confident enough to have the tough conversations that ultimately lead to growth together. Cultural awareness is also key, as operating globally requires awareness, sensitivity and respect of diverse cultures, practices and norms.”

“But what sets a potential partner or investor apart from others is that they understand your business, your market and the decisions you are looking to make in the future. This makes for productive and effective conversations, especially during difficult times (like a global pandemic).”

CASE STUDY



“You should understand why you are expanding, what you want to achieve and what you are willing to sacrifice for success, because going international comes at a cost [trade-off].”

—Philip Barrar, Founder & CEO of Moka



Moka is on a mission to help its users achieve their financial goals, using a mix of both human expertise and data-driven insights. The company's target market is millennials and Gen Z, who are facing unique financial challenges that have been exacerbated by the pandemic. Since inception, Moka has focused on the Canadian market, but in July 2020 it expanded to the European market, with France being its chosen entry point.



The key types of partnerships Moka looks for

To get to market quickly, Moka has vertically integrated the riskier parts of its business by acquiring asset management firms.

It also relies on three different types of partnerships:

- **Operational and back-office partnerships**, such as back-office technology companies for data aggregation.
- **Government compliance and regulatory partnerships**, such as banking as a service, investment software companies and legal teams.
- **Customer acquisition or growth partnerships**, such as Facebook, TikTok, influencers, brand partnerships, and press and media.

Key criteria Moka considers when vetting and building a successful partnership

One of the biggest criteria is reputational risk, so partners need to be reputable and secure. Partners also need to understand Moka's business and its industry—as it is rapidly changing and highly technical—and be able to adapt quickly and innovate at the pace of a startup (like Moka).

Lastly, to Moka, a strong partnership means their interests are aligned. Moka looks for a win-win-win model, where the partner, customers and Moka all win collectively.



COVID-19 has redefined who may be a viable partner for Moka

The pandemic has altered Moka's approach to partnerships due to less face-to-face networking. It has also changed the landscape; partners may have had to downsize or pivot their strategies or offerings. The result is that Moka has become understanding and flexible, as previous potential partners may no longer be a viable fit for the company or they may need to collaborate and build the relationship at a slower pace.



Experience sharing, from Phil Barrar, CEO & Founder of Moka

“When creating digital partnerships in this new digital age, it is important to be aligned on expectations and outcomes. This will enable you to structure the partnership so you both have skin in the game and are equally committed to success. There also needs to be cultural alignment: Your partners should help you connect with customers in a new market and work at the same pace as you do.”

“When expanding your business globally, you need to make sure you have a clearly defined strategy, a strong understanding of why you are going international and solid goals for what you want to achieve. Market research is crucial to this process. When Moka was looking to expand internationally, we did a full global international expansion matrix, looking at Asia, America, Latin America and Europe before making our decision. Lastly, timing is extremely important. There is really a sweet spot to be able to grow. When you think about expanding internationally, find the best time to do it. But international expansion is not for everyone—you don't need to be an international business to be a successful business.”

CASE STUDY



“Building a partnership is not a light switch; these are massive corporate investments that are a core business strategy and have to be led from the top down.”

—David Johnson, Executive Vice-President of Sales at Tulip



Tulip provides a SaaS-based mobile platform to empower retailers and better connect customer and store associate experiences. It is focused on bringing intimacy back to retail and helping clients scale one-to-one relationships with customers. It currently has clients using its service globally, but started its initial growth within North America and then moved into Europe.



Key types of partnerships Tulip looks for

- **Channel partners (direct sales relationships):** Resellers or system integrators.
- **Referral partners (such as consulting organizations):** Its partnership with MODO Network in Italy started as more of a consulting and referral partner, and has since developed into a channel partnership. The MODO team acts as an extension of the Tulip team, working together closely and jointly bringing in resources such as project managers, sales and support.
- **Technical partners:** This type of partnership is more directly symbiotic and focuses more on integrating technologies and less on alignment of business vision. Apple is a significant technical partner for Tulip—it influences Tulip’s design, while Tulip brings an ecosystem benefit for Apple.
- **Government partners (such as EDC):** EDC helped Tulip find vetted and hosted events that led to potential customers for Tulip. An additional advantage Tulip found in working with government partners was the trust and credibility it provided when the company approached other partners.

Key criteria Tulip considers in building a successful partnership

Alignment: You need to have a mutual understanding about what success looks like. Every partnership is an investment, where it is key to agree upon the value you’re going to drive and the ROI—or else it won’t become a great partnership.

Trust: This is important because, in many cases, you need the company you are partnered with to be the face in the market, especially as you cannot easily travel to other markets at this time.



COVID-19 has driven Tulip to invest further in its existing partnerships

As resources may become more limited and building a strong partnership will take more time when done remotely, there is a need to deepen partnerships versus just expanding partners. Tulip has become more selective and thoughtful about who it partners with and how it structures these large investments and future relationships. Tulip recognizes the real importance of having partnerships, especially during this time, is the ability to have its partners on the ground in local markets when it cannot be.



Experience sharing, from David Johnson, Executive Vice-President of Sales at Tulip

“Successful partnerships will take time and investment. If you want something ready in six months from a partnership perspective, you should have started a year ago.”

“When expanding your business globally, it is key to set clear and demonstrable SMART goals. Not just, ‘We’re going to generate a million in revenue from the channel,’ but you need very specific, descriptive goals throughout the process so that you know when you should keep investing and when you should kill it. Make sure your goals are crystal clear, and not just to yourself but to your partner, as you have to be transparent and aligned in order to be successful together.”

Lessons Learned from the Canadian Companies

- Looking for a partner is largely dependent on where your business wants to expand internationally, as they can act as an extension and, at times, even the face of your brand.
- Especially during COVID-19, partnerships can become your competitive advantage, allowing for market growth during unpredictable times.
- When finding and attracting a partner, it is key to strategically position the opportunity you provide for that partner.
- Partnerships are a strategic long-term investment that will take time to build.
- Alignment (such as having the same vision), trust and ability to grow together are key criteria to making a successful and lasting partnership.



Partner Vetting Process

The process of vetting and selecting a partner is critical to ensuring your investment in time and resources is worthwhile. Be mindful that this applies to both sides of the partnership—your potential partner has all of the same concerns you have.

To start, identify your international partnership goals:

- What’s the goal of your international expansion?
- How does this partner fit in with your expansion goal?
- Do your business goals align with each other?

The Art of Vetting a Partner is in Asking the Right Questions

Consider the following when vetting a partner

1. Where do you fit into your partner’s overall strategy?
2. Where will your business have buy in with the partner organization?
3. Are they realistically able to deliver what you need them to bring to the table?
4. What is the partner’s scale and/or reach?
5. Are their benefits from this partnership significant enough?
6. What is their true motivation for getting into this partnership?
7. How do they compare to their competitors? (Consider market share, reputation, and ability to execute and influence.
8. What are the deal terms? (Consider margin %.)
9. How long have they been in the market, and how long are they going to survive?

Your potential partner will consider the following when vetting you

1. Will your business still be around in the future?
2. What is your credibility?
3. How dedicated are you to the market?
 - a. Are you a serious investment or experiment?
4. What’s your market ranking in your home market?
5. Any local penetration and/or local product market fit?
6. How do you fit into their growth goals?
7. What’s in it for them to work with you?
8. What other partners in the market are they considering, and how are you a better partner?

In light of COVID-19, it is also key for both firms to consider asking what the churn rate has been for their employees and whether there have been any layoffs.

When vetting a prospective partner, conducting effective due diligence is a mandatory step before deciding to move further. This includes doing online research, talking to references or using a third party.



EDC’s Company Insight can help you find reliable and trustworthy information about foreign companies to start your due diligence process.

Its company search will help you:

- Confirm a company’s legal or registered trade name
- Discover and confirm firmographic data
- Initiate a request for information if you can’t find the company
- Identify next steps for more due diligence research

Setting Your Partnership Up for Success

Successful partnerships rely on time and effort, as they are relationships that need to be built and maintained. This is particularly true for international partnerships, where you are likely not in close physical proximity to your partner and there may be distinct differences in business and cultural norms in

the new market you are entering. Focus on establishing a strong relationship with your partner to build and enable ongoing trust, alignment, commitment and the ability to grow together. Additionally, address what risks may arise and what effective mitigation strategies you might have to implement.

The Four Pillars of a Successful Partnership

Trust

1. Do you trust this partner to represent your business and brand?
2. Do they have enough resources (both human and financial) to deliver on their promises?

Commitment

1. Do you both have similar risks and benefits in the game to be equally committed to success?
2. Are they willing to learn about your business and market to understand your future business goals and needs?

Alignment

1. Is there cultural alignment—are they able to work and collaborate at the same pace as you?
2. Is there a mutual understanding of what success looks like?
3. Do you feel confident enough to have the tough conversations that ultimately lead to growth?

Ability to Grow Together

1. Do they share values and long-term goals that are similar to yours?
2. Are they viewed from their respective regions and/or markets as a leader?
3. Do they have a large enough footprint in their current business to accomplish what your business wants to achieve?



Risks of Global Partnerships

While there are a multitude of benefits that can come with partnerships—one being that you're able to share in the risks—there will always be some element of risk that comes along with them. The good news is that being proactive and preparing for risks makes your business more resilient and leads to more favourable outcomes.

Although there are various risks associated with expanding into international markets, there are specific risks that may emerge from your partnerships. Keep in mind that every industry and partnership experience will differ, so you should develop a risk register, complete with mitigation strategies, to track the effects of your current and potential risks.

Why do Partnerships Fail?

Global partnership risks to consider:	The fundamental steps for performing a risk assessment are:
<ol style="list-style-type: none">1. Misunderstandings and misalignment of interests2. Lack of commitment from one party3. Problems in navigating large organizations to reach a consensus and unlock budgets4. Riskiness of bringing change in large organizations5. Lack of understanding of how each other works and makes decisions6. Failure to build trust	<ol style="list-style-type: none">1. Identify the risk2. Determine the likelihood of it happening (and at what stage)3. Evaluate your exposure and the potential consequences4. Develop an action plan and mitigation strategies in response <p>On the next page is an example of potential risks and mitigation strategies, along with what stage in the partnership they should be considered or implemented.</p>

Potential Risks	Mitigation Strategies (and Implementation Stage)
 <p>Misunderstandings and misalignment of interests</p>	<ul style="list-style-type: none"> • Vetting a Partner Stage: Ensure you've created a detailed criteria matrix that clearly outlines your partner requirements, including the culture fit between the two organizations. During the vetting stage, ensure you understand what their requirements and expectations are of you as well. This will allow you to concretely measure partner-market fit and compare your potential partners against one another. • You should be looking to verify whether there is an ability to grow together—does the partner share values and long-term goals that are similar to yours? • Due Diligence Stage: It is key to have either your team or a third party conduct effective primary and secondary research about your prospective partner. To determine whether your interests align, you should ideally talk to your prospective partner's customers and/or other partner references to gain insight into their business values and growth goals.
 <p>Lack of commitment from one party</p>	<ul style="list-style-type: none"> • Negotiation/Contract Stage: This typically arises from not setting clear metrics of what success looks like, identifying whether your partner can meet your specific needs, and outlining in your contract what happens if they are not met. • When creating metrics of success, focus on creating SMART goals that are specific (including roles and deliverables from each firm), measurable, achievable, relevant, and time-bound. • Post-Contract Stage: Your collective metrics and/or SMART goals should be monitored and evaluated on a regular cadence to ensure there is accountability.
 <p>Riskiness of bringing change in large organizations</p>	<ul style="list-style-type: none"> • Vetting a Partner Stage: Understand who are the key decision-makers, the stakeholders who will need to be a part of the work, and the teams you will work directly with in your partnership. Actively build relationships and trust through regular contact and value creation. It is crucial that you have cultural alignment in your criteria matrix and assess whether your prospective partner can work and collaborate at a pace that's similar to yours. • An example of this is the Canadian fintech company Moka, which, when working with a larger organization, looks to see if there are innovation or digital labs within the firm that would likely have that similar cultural alignment. • Post-Contract Stage: Accept that it may take time to find synergy. It is key to remain agile and collaborative but also evaluate whether the partnership is producing a ROI for both sides.

Another fundamental step to building a successful partnership is allocating and sharing the risk with your partner, which is where the negotiation of your partnership contract becomes crucial to reducing

your risk. An efficient approach is discussing your terms with your partner first and then working with your legal counsel or advisor to implement them into a solid contract.

Checklist: Terms to Negotiate and Consider

- IP Rights
- Investment into Partnership
- Roles and Responsibilities
- Revenue Share
 - Payment Terms
- Local Operating Expenditure
 - In-kind vs. Cash
- Employees
- Reporting Structure
 - Full-time or Part-time
 - Exclusivity
- Termination Clauses
- Investment Clawback Clauses



Support Available to Canadian Businesses



Export Development Canada: As international risk experts, they help manage and take on risk, so Canadian companies can grow their business with confidence.

Export Development Canada (EDC) is Canada's export credit agency. It exists to support and develop Canada's export trade by helping Canadian companies respond to international business opportunities. EDC can provide insight and experience to help you do business in more than 170 markets worldwide.

EDC offers a range of solutions focused on managing risks, securing financing, growing working capital, and providing knowledge and advice.

EDC offers two significant financial solutions

- **EDC Credit Insurance:** With EDC's credit insurance, 90% of your insured sales are covered against the risk of non-payment. This enables companies to provide more competitive payment terms and financial institutions to provide additional borrowing against insured receivables.
- **Protects against:** Customer bankruptcy or non-payment, contract cancellation, currency conversion of transfer issues, and cancellation of import and export permits.
- **EDC Export Guarantee Program:** The EDC EGP can help your Canadian financial institution provide you with additional access to low interest rate debt financing. They share the risk with your bank by providing a guarantee on the money you borrow, encouraging the financial institution to increase your access to working capital.
- **Can support:** Operating lines of credit, term loans, SaaS financing, acquisitions, foreign affiliate support, tax credit financing and foreign inventory.

Additionally, subscribing to MyEDC makes it easy to get free and unlimited access to the premium resources that you need to fuel smart business decisions. There are over 750+ reports, articles and blogs; 250+ answers to complex trade questions; and 50+ expert webinars that you can use to help your business recover from the pandemic and build an edge in international markets. By signing up to MyEDC, you'll also gain access to other exclusive resources such as EDC Company InSight and EDC InList.

- **EDC Company InSights:** Provides steps on how to verify a foreign company or entity you're considering doing business with to ensure it's a real, viable company.
- **EDC InList:** Draws on EDC's extensive global network to connect you with service providers in Canada and around the world, helping you put export plans in motion.

To create a MyEDC account, go to [MyEDC Account—register](#).

To Learn More

1. If you are a current customer, please connect with your EDC account manager to discuss your needs.
2. If you're new to EDC, place an [online query](#) or call 1-800-229-0575.
3. For insurance products and online portal assistance, email support@edc.ca or call 1-866-716-7201.

Support Available to Canadian Businesses



Trade Commissioner Service: Provides businesses with connections to international opportunities, and funding and support programs

The Trade Commissioner Service (TCS) has trade commissioners in more than 160 cities worldwide and regional offices across Canada. Trade commissioners outside Canada have a strong understanding of the culture and language, and have networks established in their specified markets.

On average, businesses that use the Trade Commissioner Service export 20% more than those who don't leverage TCS.

TCS offers four key services

- 1. Preparing for international markets:** TCS works with businesses looking to expand for the first time or into new markets. Its trade commissioners can work with you to decide on a target market, collect market information and improve your international business strategy.
- 2. Assessing potential in specific foreign markets:** This resource helps businesses determine their product or service's potential in a particular foreign market, the approaches to take to enter a market and the resources needed. It also identifies upcoming events, such as conferences and trade missions.
- 3. Finding vetted business contacts:** TCS can connect you with various contacts in its network, such as potential customers, agents and manufacturing representatives.
- 4. Troubleshooting and problem solving:** The service is able to advise on business challenges such as market access and contract bidding.

Who Is Eligible?

TCS services are free to Canadian companies that have researched, built a business plan with international objectives, and dedicated resources (both human and financial) to their international growth. Additionally, companies need to show their potential to contribute to the Canadian economy, such as new job creation or increased exports of Canadian-made products or services.

To Learn More

Go to tradecommissioner.gc.ca.

Support Available to Canadian Businesses



COMMUNITTECH®
Outposts

Communitech Outposts: Helps Canadian startups hire local talent in new markets to accelerate their global expansion

Through the Communitech Outposts program, startups and scale-ups can work with Communitech, MaRS Discovery District or any innovation hub across the Canadian Digital Media Network to get the cost-effective expert help they need to hire top international talent in-market, whether it's in sales, marketing or R&D.

The program makes what can be a long, complicated and risky process incredibly easy. Once a company decides on a hire, Outposts looks after all the back-office human resources, benefits, payroll and other administrative issues. By eliminating these headaches, Outposts helps companies quickly get boots on the ground where they're most needed.

How Does It Work?

In-market employees are legally employed by Communitech Outposts but are assigned to work directly for the Canadian company that uses Outposts to hire them. The employee will be on-boarded by and take day-to-day direction from the hiring company—just like any other hire.

Who Is Eligible?

The program is available to all growing Canadian-headquartered companies, regardless of sector.

Available Countries

Communitech Outposts is operational in the United States and United Kingdom, and Communitech is working quickly to add more countries of priority interest to Canadian businesses.

To Learn More

Go to [Communitech.ca/Outposts](https://communitech.ca/Outposts), or contact Azhar Janjua, head of Communitech Outposts, azhar.janjua@communitech.ca and Ryan Hanes, International Programs manager, ryan.hanes@communitech.ca.

Support Available to Canadian Businesses



Velocity Global: Helps businesses conquer the global marketplace with confidence

Velocity Global is a leading provider of global employment solutions that helps companies confidently navigate the entire life cycle of international business. Through its end-to-end services, unmatched expertise and best-in-class support in over 185 countries, Velocity Global has reinvented the way companies expand overseas.

Velocity Global's services include:

- Global consulting
- Global talent acquisition
- Global immigration
- International Professional Employer Organization (PEO)
- Global payroll
- Entity setup and support

The company's [International PEO service](#) is a global employment solution that enables companies to hire employees anywhere in the world quickly, compliantly and without the burden of establishing a foreign legal entity.

How It Works

Velocity Global utilizes its global infrastructure and locally compliant employment contracts to hire your employees and becomes their legal Employer of Record—so you can focus on running your business.



Available Countries

Go to velocityglobal.com/services/countries.

To Learn More

Go to velocityglobal.com, or contact Amelia Garone, Strategic Partnerships manager, ameliagarone@velocityglobal.com.

Additional Resources



FITTskills Lite Series

Export Development Canada and the Forum for International Trade Training (FITT) have collaborated to deliver the EDC x FITT Lite Learning Series, a collection of international trade resources to equip businesses with the knowledge and skills they need to succeed internationally.

International Contracts and Partnership

This free resource (found on FITTskills Lite Series) includes content on elements of binding contracts, types of partnership agreements, and how good contracts can assist with risk mitigation and future business disputes.



MaRS Startup Toolkit

Explore advice, lessons and tips from our community of entrepreneurs and operators.

- [International Growth Collection](#)
- [IP Agreements Collection](#) (provides sample educational IP agreements)
- [Setting clear milestones and acceptance language to get paid](#) (article)

Acknowledgments

Lead Author

Pui Yi Ng

pyng@marsdd.com

Market Research Analyst, **MaRS Discovery District**

Contributing Author

Deanna Schmidt

dschmidt@marsdd.com

Product Marketing Manager, **MaRS Discovery District**

Special thanks to the following individuals for their support and contribution to this publication:

Aida Alvarenga

Innovation Lead and Senior Product Owner,
Export Development Canada

Amelia Garone

Partnerships Manager, **Velocity Global**

Azhar Janjua

Head of Communitelch Outposts, **Communitelch**

Basil Ennab

Market Research Manager, **MaRS Discovery District**

Benjamin Lidzbarski

Associate, **Export Development Canada**

David Johnson

Executive Vice-President of Sales, **Tulip**

Hedieh Javaheri

Senior Market Research Analyst, **MaRS Discovery District**

Jennifer Sacco

Director of Marketing & Communications, **Cyclica**

Kaja Salovsky

Vice-President of Business Development,
CarbonCure Technologies

Kiran Panjwani

Co-founder, **navis**

Lee Marshall

Senior Director, Marketing and Communications, **Moka**

Lisa Fielding

Freelance Copy Editor, **MaRS Discovery District**

Mei Burgin

Lead Executive, **MaRS Discovery District**

Monica Guan

Digital Marketing Associate, **MaRS Discovery District**

Mohamed Elabshihy

Associate, **MaRS Discovery District**

Naheed Kurji

Co-founder, President & CEO, **Cyclica**

Neda Tocheva

Program Manager, **MaRS Discovery District**

Philip Barrar

Founder & CEO, **Moka**

Ryan Hanes

International Programs Manager,
Communitelch Outposts, Communitelch

Scott Bagby

Executive in Residence, **MaRS Discovery District**

Shahzeen Jiwani

Associate, **MaRS Discovery District**