Canada
Country Guide 2017
Cross-Border Trading Report
Your guide to international e-trading

A report researched & compiled by eCommerce Worldwide
Sponsored by

landmark global
a bpost company
The Canada Cross-Border Trading Country Guide 2017 is the latest publication in a series of international trading guides produced and maintained by eCommerce Worldwide, our sister associations and supporters for a variety of key territories around the globe.

These are designed to operate as comprehensive guides for cross-border e-trading, exclusively focusing on the B2C markets in their subject territories.

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Canada offers an outstanding cross-border opportunity, with the added advantage for British retailers and brands that it is largely English-speaking and strategically Brexit-proof. Its 35 million wealthy consumers are amongst the most connected in the world, and are well used to online shopping cross-border, currently making more than half their ecommerce purchases from outside Canada. Moreover, local online competition is relatively weak, although this is starting to change so don’t leave it too long!

Recognising the potential is only the first step of course. You then need to access it, which is where we at Landmark believe we come in. Building on our many years’ experience supporting retailers and brands into Canada, we’re already shipping over 10 million parcels per year across the Canadian borders. Moreover, our services go well beyond just parcel shipping, from seamless extensions to your checkout, through fulfilment, managed returns and duty and tax optimisation, to direct marketing services. Our experienced and qualified teams can help you implement an end-to-end solution for Canadian shoppers that maximises customer satisfaction and retention while also minimising costs and implementation time.

Somehow, Canada is easy to overlook as a potential target: the eye tends to get drawn to the US; mental stereotypes of thinly populated frozen forests can get in the way of objective assessment; collated information about cross-border ecommerce to Canada has been quite difficult to find up until now… and the publication of this eCommerce Worldwide country guide.

Happy reading, we hope you draw the same conclusions about the fantastic opportunity in Canada as we have, and get in touch when you’re ready to start!
EXECUTIVE SUMMARY

Canada has been a sleeping giant of the online retailing world until very recently. In actual fact, Canada has undergone a rather strange two-tier internet journey. On the one hand, its consumers are amongst the most connected in the world, and spend significant time online: they are the world’s most prolific watchers of online video content for example. On the other hand, Canadian businesses, including retailers, have been very slow to respond, to the extent that the Canadian government has felt the need to conduct inquiries into its poor online development. There’s no obvious reason for this, other than inertia: the general infrastructure for online retailing is excellent and Canada Post well-equipped to support ecommerce parcels.

Canadian consumers have responded by shopping online outside Canada to an extraordinary extent: it’s claimed that almost 70% of Canadian ecommerce was cross-border in 2014, mostly from the US of course. While ecommerce penetration into retail was generally low, this probably didn’t matter too much, but Canadian ecommerce has now reached a tipping point, and penetration is expected to roughly double from circa 4.5% to circa 9% over the next few years, accelerated by Amazon’s presence.

For the non-Canadian retailer, this presents an almost ideal opportunity: a country of wealthy consumers rapidly waking up to online retail, well-used to making purchases from non-domestic sites, facing badly prepared local competitors, in an infrastructural and legal environment which is sympathetic to ecommerce.

The Canadian market is over 25% larger than Benelux and over 50% larger than Australia, both typically considered prime cross-border retailing targets. Its preferred payment methods are standard (unlike the challenges of Germany or Netherlands), its social networking, search and general marketing environments familiar, and complexities such as taxation are less onerous than across the border in the US.

The only real barriers are slightly high customs tariffs (which may start to come down now the free trade agreement with the EU has finally been signed), the (optional) challenge of operating in French for Quebec, and somewhat higher shipping costs. None are insurmountable.

In short, if you’ve looked seriously at Australia, then you should look even more seriously at Canada. eCommerce in Canada appears to be taking off in the way that it suddenly did in Australia a few years ago. The sleeping giant is waking up…CArpe Diem!
Canada’s total population in 2015 was 35.8 million, up from 34.3 million in 2011. The vast majority of its population live close to the US border. There are few significant centres of population away from this border – it’s too cold. In practice, then, the vast majority of the likely purchasing population is concentrated in a narrow strip of land served by excellent infrastructure.

For context, this population is somewhat larger than the whole of Benelux (28 million) or of Australia (23 million), both typically considered prime cross-border ecommerce targets.

1 See http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/demo02a-eng.htm
Province by province

Canada is a federal country, divided into provinces / territories. Importantly these have certain local powers, including variations in ecommerce-relevant matters such as sales tax (see below) as well as some local legal codes within an overall federal code covering ecommerce-relevant areas such as distance selling rules.

Population on a province-by-province basis is shown in Figure 1, together with some data about year-on-year growth rates (2014-15) of ecommerce in each based on analysis by Canada Post.

<table>
<thead>
<tr>
<th>Province / territory</th>
<th>Population</th>
<th>eCommerce growth rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newfoundland and Labrador</td>
<td>527,800</td>
<td>7%</td>
</tr>
<tr>
<td>Prince Edward Island</td>
<td>146,400</td>
<td>14%</td>
</tr>
<tr>
<td>Nova Scotia</td>
<td>943,000</td>
<td>12%</td>
</tr>
<tr>
<td>New Brunswick</td>
<td>753,900</td>
<td>11%</td>
</tr>
<tr>
<td>Quebec</td>
<td>8,263,600</td>
<td>13%</td>
</tr>
<tr>
<td>Ontario</td>
<td>13,792,100</td>
<td>21%</td>
</tr>
<tr>
<td>Manitoba</td>
<td>1,293,400</td>
<td>11%</td>
</tr>
<tr>
<td>Saskatchewan</td>
<td>1,333,600</td>
<td>10%</td>
</tr>
<tr>
<td>Alberta</td>
<td>4,196,500</td>
<td>11%</td>
</tr>
<tr>
<td>British Columbia</td>
<td>4,683,100</td>
<td>18%</td>
</tr>
<tr>
<td>Yukon</td>
<td>37,400</td>
<td>4%</td>
</tr>
<tr>
<td>Northwest Territories</td>
<td>44,100</td>
<td>1%</td>
</tr>
<tr>
<td>Nunavut</td>
<td>36,900</td>
<td>14%</td>
</tr>
</tbody>
</table>

**Figure 1 - Territory / province demographics**

Happily for most ecommerce propositions, the concentration of population is primarily in easily accessible areas where credible delivery times can be offered, and in general, that’s where ecommerce is growing quickest too. On the other hand, if your range of products is particularly aimed at salmon fishermen on the upper Yukon, it’s probably best to forget about targeting Canada via ecommerce.

Languages

As might be expected the dominant language of Canada is English: 85% of Canadians have working proficiency in English. However, Canada includes Quebec, where the official language is French.

**Figure 2**, using data taken from the 2011 census, gives a breakdown of the English proficiency by province / territory:

![Language Knowledge by Province/Territory]

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2 ibid

3 Canada Post, eCommerce continues to grow, October 2015


5 ibid
The usage of French in Quebec is enshrined by the 1977 Charter of the French Language. The Charter includes the right of French speakers to be spoken to in French; similarly every inscription on a product, on its container or on its wrapping, or on a document or object supplied with it, including the directions for use and the warranty certificates, must be drafted in French.\(^6\)

If you are just shipping into Canada from an existing non-Canadian website, then French could be omitted – but you’d be neglecting a target market the size of Greater London. Go beyond that, and certainly if you intend to localise to a Canadian domain name, then translating your site into French, and offering a language switch to customers, is pretty much mandatory. Don’t forget that this includes paperwork such as invoices, delivery notes and so forth, which will need to be bilingual.

**Economics**

Canada is a wealthy country, with GDP / head comparable to the UK (Figure 3) and other western European countries:

\[\text{Figure 3} - \text{GDP per capita}\]  
Moreover, annual disposable income per household is 9% higher than the UK, at $29,365 compared to $27,029.\(^8\)

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The Canadian economy resembles other developed economies in other familiar ways too; the prospects for ongoing growth somewhat mixed. The budget of the recently elected government included some slightly depressing data points, such as slowing of GDP growth, and business investment falling by 17% in Q1 2015. Unemployment in Canada is around 6.8% compared to 5.6% in the UK. Nevertheless, both the IMF and EIU are projecting reasonable overall GDP growth (Figure 4).

Unemployment in Canada is around 6.8% compared to 5.6% in the UK. Nevertheless, both the IMF and EIU are projecting reasonable overall GDP growth (Figure 4).

**Figure 4** - GDP growth projections for Canada

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**SUMMARY**

- From an economic point of view, Canada represents a good prospect market
- It seems unlikely that any entry into Canada will be confounded by any currently-projected severe recession in the near future
- Canadians have spending power comparable to or greater than many western European consumers
- Accessing Quebec requires a decision whether to tackle French translation. If you intend fully localising for Canada, French is mandatory

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**THE INTERNET IN CANADA**

**Domain naming**

Canadian domain names have the extension .CA; in principle, its usage requires reading and accepting the Canadian Internet Registration Agreement (CIRA).

**Access to the internet**

Among the G8 countries, Canada ranks #2 for internet access, just behind the UK, with 87% of households connected in 2014, and #16 in the world overall. In practice, given the remoteness of certain areas – only 27% of communities in far northern Nunavut had access, for example – internet connectivity is exceptionally high among consumers who are realistic targets for overseas retailers.

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11. Sources: IMF 2015, Economic Intelligence Unit 2015
A key exception is, in fact, Quebec, where household connectivity was only 78% in 2014.\textsuperscript{13} This tends to lend weight to a strategy which de-prioritises French translation from any initial entry strategy.

As might be expected, there is not only a significant urban / rural divide, but also a wealth divide; 95% of Canadians in the top wealth quartile had internet connections, while only 62% in the poorest quartile did so.\textsuperscript{14}

Broadband access is universal in urban areas, and even in rural areas is over 85%, while typical broadband speeds are superior to those in most countries including UK, France, Germany, Australia or US.\textsuperscript{15}

Canadians are generally enthusiastic internet users (Figure 5):

![Average monthly hours online](image)

**Figure 5 - Internet engagement by country** \textsuperscript{16}

**Demographics of users**

Canada shows a typical developed-nation profile of internet usage demographics – universal take-up amongst the young, dropping off slightly with age – but with a somewhat atypical shortage of silver-surfers. If your proposition is targeted primarily at consumers aged 60+, then Canada is perhaps not currently the best target (Figure 6), although this is changing rapidly.

![Usage of Internet By Age](image)

**Figure 6 - Internet usage by age** \textsuperscript{17} 

\begin{itemize}
  \item \textsuperscript{13} ibid
  \item \textsuperscript{14} ibid
  \item \textsuperscript{15} Sources: Telegen and OECD
  \item \textsuperscript{16} Source: comScore 2013
  \item \textsuperscript{17} Statcan Canadian Internet Use survey
\end{itemize}
Usage

As we will see in more detail below, online shopping has not, until rather recently, been one of the main uses Canadians have made of the internet. In fact, a glance at primary internet usages by device seems to suggest that Canadians are particularly keen on enjoying themselves online, more so than many other countries (Figure 7).

<table>
<thead>
<tr>
<th>Desktop</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Play Games</td>
<td></td>
</tr>
<tr>
<td>2. Social Media</td>
<td></td>
</tr>
<tr>
<td>3. General browsing</td>
<td></td>
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<tr>
<td>4. Banking</td>
<td></td>
</tr>
<tr>
<td>5. Hobbies/Interests</td>
<td></td>
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</tbody>
</table>

<table>
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<tr>
<th>Laptop</th>
<th></th>
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<tbody>
<tr>
<td>1. Social Media</td>
<td></td>
</tr>
<tr>
<td>2. General browsing</td>
<td></td>
</tr>
<tr>
<td>3. Play Games</td>
<td></td>
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<tr>
<td>4. Banking</td>
<td></td>
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<tr>
<td>5. Hobbies/Interests</td>
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</tbody>
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<th>Tablet</th>
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<tbody>
<tr>
<td>1. Social Media</td>
<td></td>
</tr>
<tr>
<td>2. General browsing</td>
<td></td>
</tr>
<tr>
<td>3. Play Games</td>
<td></td>
</tr>
<tr>
<td>4. Entertainment</td>
<td></td>
</tr>
<tr>
<td>5. Hobbies/Interests</td>
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</tr>
</tbody>
</table>

<table>
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<tr>
<th>Smartphone</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Social Media</td>
<td></td>
</tr>
<tr>
<td>2. Messaging</td>
<td></td>
</tr>
<tr>
<td>3. Taking Pictures</td>
<td></td>
</tr>
<tr>
<td>4. Play Games</td>
<td></td>
</tr>
<tr>
<td>5. General Browsing</td>
<td></td>
</tr>
</tbody>
</table>

Figure 7 - What Canadians do online

Although this is a rather superficial snapshot, it may be worth bearing in mind when considering online marketing approaches in Canada (following graphic).

Devices

Device usage in Canada follows a typical western pattern. Mobile and then smartphone adoption was slightly later than in many countries due to generally higher data charges, hence the apparently slightly lower than typical take-up, but catch-up is rapid (Figure 8).

If you are planning a website for Canada, you can likely assume that the device access to it will be comparable to your current domestic profile; the usual requirements for mobile sites and / or responsive design therefore apply in Canada just as much as they do back home.

Figure 8 - Internet access by device type

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18 Canadian Internet Registration Authority, 2014
19 Source: TNS mobile life
20 Source: Google Consumer Barometer 2015
In this section, we’ll take a brief look at the wider retail landscape in Canada in order to provide context for anyone considering Canada as a target, before moving on to focus in more detail on ecommerce in the succeeding sections.

**Size of retail**

Total retail in Canada in 2013 was worth CA$483bn.\(^{21}\) At current exchange rates \(^{22}\), that’s about £258bn, or just below 70% of the total size of retail in the UK. Overall retail is growing steadily in line with the general economy, growing 2.7% from 2012-13.

Note that the Canadian definition of ‘retail’ also includes motor vehicle dealers and petrol stations (which, however, also act as convenience stores and therefore don’t just sell petrol\(^{23}\)), while the UK one does not (Figure 9). Excluding this category, then Canadian retail is about half the size of the UK, more or less proportional with the comparative sizes of populations.

Figure 9 - Canadian retail top level category split \(^{24}\)

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21 Office of Consumer Affairs - Industry Canada: Canada’s Changing retail market.

22 At the time of writing (March 2016), the exchange rate was 1 GBP : 1.87 CAD

23 Author’s note: comparing specific details between countries is rarely as simple as it should be! They never seem to collect data on a truly comparable basis…

24 Office of Consumer Affairs - Industry Canada: Canada’s Changing retail market
Non-food category data

Being realistic, you’re unlikely to be targeting Canada for a cross-border ecommerce proposition selling cars or cabbages, and the regulatory regime around products such as alcohol is pretty challenging.

Zooming in, therefore, to take a look at non-food categories, we see the following picture (Figure 10):

Figure 10 - Annual non-food category sales in CA$ Bn

Top local retailers

A list of the top ‘local’ retailers reveals a characteristic which is probably unsurprising, but nevertheless is a significant difference from many domestic markets: the prominent presence of large retailers from across the border in the US (Figure 11). In fact, 53% of the top 125 retailers in Canada were foreign-owned in 2011.

This invasion from the US hasn’t been a consistent success story, by the way, so don’t assume a dominant US retailer in Canada in your category is as off-putting as it might be when considering the US itself as an opportunity. For example, Target recently announced the disposal of all its operations in Canada, which were loss-making and against which it took a significant write-off.

Figure 11 - Largest Canadian retailers

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25 ibid. “General Merchandise” is obviously a rather vague category description. You might be justified in assuming some overlap with the other more specific ones.

26 Target 10-K SEC filing, 2015

27 Office of Consumer Affairs - Industry Canada: Canada’s Changing retail market, 2013
Obviously if there’s a big US presence in ‘your’ category, you might want to check out their online presence. US retailers, as we are all aware, typically have strong websites. However, don’t just assume that because there’s a sophisticated website in the US that you are probably already familiar with, that this necessarily carries over into Canada. As we’ll see below, Canada has until recently been something of a backwater for online retailing, and this is often reflected in the state of the websites. Compare, for example, the homepages of Sears in the US and Sears in Canada (Figure 12):  

![Figure 12 - Two Sears sites](image)

**International brand presence**

Non-US based leading retailers in Canada include some very familiar names (Figure 13):  

<table>
<thead>
<tr>
<th>Rank</th>
<th>Retailer</th>
<th>Revenue (CA$M)</th>
<th>Nationality</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>IKEA</td>
<td>1270</td>
<td>Sweden</td>
</tr>
<tr>
<td>2</td>
<td>7-11</td>
<td>759</td>
<td>Japan</td>
</tr>
<tr>
<td>3</td>
<td>H&amp;M</td>
<td>423</td>
<td>Sweden</td>
</tr>
<tr>
<td>4</td>
<td>Hilco (HMV)</td>
<td>326</td>
<td>UK</td>
</tr>
<tr>
<td>5</td>
<td>Billabong</td>
<td>205</td>
<td>Australia</td>
</tr>
<tr>
<td>6</td>
<td>LMVH (Louis Vuitton, Sephora)</td>
<td>170</td>
<td>France</td>
</tr>
<tr>
<td>7</td>
<td>Birks</td>
<td>168</td>
<td>Italy</td>
</tr>
<tr>
<td>8</td>
<td>Zara</td>
<td>167</td>
<td>Spain</td>
</tr>
<tr>
<td>9</td>
<td>Sony</td>
<td>147</td>
<td>Japan</td>
</tr>
<tr>
<td>10</td>
<td>Luxottica (Sunglass Hut, Lenscrafters)</td>
<td>114</td>
<td>Italy</td>
</tr>
<tr>
<td>11</td>
<td>Body Shop (L’Oreal)</td>
<td>80</td>
<td>France</td>
</tr>
<tr>
<td>12</td>
<td>French Connection</td>
<td>21</td>
<td>UK</td>
</tr>
</tbody>
</table>

Those who have already invested in internationalising their websites, such as Zara, H&M or IKEA have a presence in Canada, backed by a website of the same quality you will find at home. By extension, if your domestic competitors include international brands such as these, then you should be checking out their Canadian presence by default.  

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28 Homepage screenshots taken on 3rd March 2015  
29 Office of Consumer Affairs - Industry Canada: Canada’s Changing retail market. Note that the data in this government report was originally sourced in 2011/2.
### CANADIANS AS ONLINE SHOPPERS

**General Trends**

The overall trend of ecommerce can perhaps best be summarised as ‘a rapidly awakening giant’. For many years Canada has been a laggard in the ecommerce space. There is no single reason for this, although you’ll find plenty of speculation in reports. Canadian retailers in particular have been slow to move online:

“In 2013 72% of Canadian online buyers visited the Canadian Tire site, but no one purchased. Why? Because they couldn’t. Canadian Tire site did not support online purchases.”

[Canadian Tire was at that time the 7th biggest retailer in Canada]

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**SUMMARY**

- Canada is a very open and internationalised retail market
- More than half of the top Canadian retailers are non-Canadian owned
- US retailers are very prominent, unsurprisingly. However their online presence may not be at the same level or quality as their domestic website; it is always worth checking, partly because it may give some indication of their commitment to online retailing in Canada and therefore their potential strength as a competitor
- Global brands, such as Zara or H&M, are present in Canada. Their online presence is typically ‘the same’ as you will already be familiar with domestically, and they should therefore be considered as competitors in the same way

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30. NPD Group, 2014
The key point for a retailer considering Canada as a cross-border opportunity is that this laggard status is now changing. While ecommerce represented only 4.5% of retail sales in 2013, this is predicted to rise quickly to 8.2% by 2018, and several other data points seem to suggest even more rapid growth than this might be expected. The overall trend is definitely onwards and upwards (Figure 14).

![Figure 14 - Overall ecommerce sales trend in Canada](image)

In fact it could reasonably be argued that the status of Canada closely resembles that of Australia a year or two ago: everything points to green, and there is probably a significant early-mover advantage to be claimed.

For those suspicious of this type of high-level aggregated data, there is some very strong collateral available in the form of actual parcel volumes delivered by Canada Post (who have by far the dominant position in parcel carriage in Canada – see the logistics section later). They report an overall rise of 16% in parcel volumes first-half 2014-first-half 2015, with category growth as shown in Figure 15:

![Figure 15 - Category level parcel volume growth at Canada Post](image)

Be warned however: “Mass merchant” on this chart might well be a nice euphemism for Amazon.

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31 2015 Borderfree Index: Canada Country Report
32 ibid
33 Canada Post, eCommerce Continues to Grow, October 2015
DEMOGRAPHICS OF ONLINE SHOPPERS

In mid-2013, it was estimated that 41% of consumers bought at least one product online. By the end of 2014 this had risen to around 80%, a fairly startling rise which reflects the basic proposition of this Canadian country guide: Carpe Diem!  

As is typical in most developed markets, there is a skew towards younger consumers (Figure 16). This is less marked than in many countries, meaning that silver-surfer propositions targeting more affluent older demographics will be relatively strongly placed in the Canadian online retail space.

**Figure 16 - Demographics and evolution of internet shoppers in Canada**

WHAT THEY BOUGHT

Encouragingly, Canadians are keen to buy online in categories which are relatively easy to implement cross-border, especially clothing / apparel, health & beauty, baby & toys, and homewares (Figure 17).

**Figure 17 - Consumer category purchasing behaviour**

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34 Business Development Bank of Canada, 5 game changing consumer trends, October 2013
35 Author’s note: as always in this space, beware of comparing data from different sources … and especially sources which rely on online surveys to ask the question “have you bought online”? Nevertheless, there are a large number of similar data points all consistently indicating the same trend towards sharp upwards growth. Even if the individual data points might be open to challenge, the overall trend definitely is not.
36 Ipsos Canadian Inter@ctive Reid Report, 2014
37 Canada Post, Online Shoppers & Buyers, 2012
38 iBid
39 Ipsos survey for Business Development Bank of Canada, 2013. Note that the apparent drop in baby & toy category is almost certainly due to different definitions between these two sources (the former includes “hobbies” in toys)
Being realistic, categories such as consumer electronics or motor accessories only lend themselves to cross-border eCommerce in very specialised niches: nevertheless, online consumers for such products are also present in Canada (although of course you may well find competition from the US, especially for items with significant shipping costs due to weight or bulk, to be rather strong).

**HOW THEY BOUGHT IT**

**Average order values**

Average order values (AOV) in Canada in 2014 were 74% of those in the UK. There is no evidence that this reflects an unwillingness to make larger purchases online and is therefore possibly simply a mix issue – it is slightly unusual to see apparel so prominent relative to consumer electronics as a category in an evolving market such as Canada. There is also some evidence that Canadians have traditionally been less comfortable with cards as payment methods than UK or US consumers, and although this has changed rapidly over the last decade, it may still be reflected in AOV.

It is also worth repeating IMRG data demonstrating that overseas orders typically have higher AOV (Figure 18). Even if Canada really does have lower AOV in your categories (which seems unlikely in reality), this effect will probably compensate overall.

![Average Order Values by Destination](image)

**Figure 18 - Average 1-man non-food order values for UK retailers**

**Device usage**

Canada has been slightly behind other markets in embracing smartphones due to prohibitively high data fees, and so mobile penetration remains a little behind what you might be used to. Nevertheless mobile is still significant and growing, and you cannot afford to be without a strong mobile experience if you intend to target Canada. (It is in fact possible to speculate that one reason Canadians often shop online outside Canada – see opposite – is that quality of local mobile propositions is rather variable. Porting an existing strong mobile or responsive site to Canada might offer you an advantage).

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40 Borderfree Index: Canada Country Report

41 IMRG Metapack UK Delivery Index Report, January 2017
The percentage of visits via mobile exceeded 50% in early 2015 (Figure 19).

![Session split by device, 2015](image1)

**Figure 19 - Sessions by device on Canadian ecommerce sites, 2015**

There is the usual disconnect between mobile sessions and mobile transactions seen in many countries (really in almost all countries except China), with conversion rates on mobile much lower than those on desktop (Figure 20).

![Revenue split by device, 2015](image2)

**Figure 20 - Revenue by device on Canadian ecommerce sites, 2015**

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42 Source: Demac - Canadian eCommerce Quarterly Benchmark Q2 2015
43 ibid
WHY THEY BOUGHT

**Why Canadians buy online**

Canadians buy online for reasons you’ll be familiar with: most believe it’s easier to research online than in store, 39% claim it’s the wider range of products, and 22% claim it’s for price reasons.\(^4^4\)

You might be tempted to take that last statistic with a pinch of salt. Canadians are seriously prepared to look at overseas sites (especially US ones of course), and Amazon is growing rapidly. Price, and price transparency, almost certainly plays just as important a role in e-commerce in Canada as it does everywhere else.

**Why Canadians don’t buy online**

Once again, no surprises…with one exception: customs and duty fees feature high on the list (Figure 21). Canadians are evidently more than usually aware of the cross-border purchasing possibilities that e-commerce offers them.

![Top Reasons for Canadians Not Buying Online](chart)

**Figure 21 - Why Canadians don’t buy online**\(^4^5\)

Importantly, all of these items with the exception of customs duties are issues you can do something about. It’s also instructive to compare this with IMRG’s own data about why consumers are reluctant to buy from overseas sites (Figure 22), which once again largely includes easily-overcome obstacles.

![Perceived barriers to purchase from an overseas retailer](chart)

**Figure 22 - Reasons for not shopping from overseas sites**\(^4^6\)

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\(^4^4\) Canada Post, Online Shoppers & Buyers, 2012

\(^4^5\) ibid

\(^4^6\) IMRG Blackbay UK Consumer Home Delivery Review, 2015
SUMMARY

• Canadian ecommerce is rapidly waking up. All key indicators appear to be set to green, and growth is expected to be very rapid over the next few years

• Younger consumers predominate, but not to the extent that they do in many countries. Silver surfers, with their higher disposable incomes, are also increasingly enthusiastic online shoppers

• Categories which are sympathetic to cross-border ecommerce, such as apparel, health & beauty, baby & toys and homewares are already well shopped online in Canada

• AOV is slightly lower than the UK. This may well be simply a mix issue – consumer electronics, which tends to push up the overall average – has a lower than typical penetration. Note that overseas transactions typically have higher AOV in any case

• Device use is familiar: mobile is growing rapidly, but with the usual low conversion rate. A good mobile experience may well be more of a competitive advantage in Canada than back home

• Motivations and barriers will be familiar from home, and are almost all easily overcome by a strong proposition

COMPETITIVE LANDSCAPE

Canadians as cross-border shoppers

The good news is that Canadians are amongst the most prolific cross-border ecommerce purchasers in the world (Figure 23). The even better news, at least if you’re not a Canadian retailer, is that this is to a significant extent because the local retailers have been poor at ecommerce, although the bad news is that they seem to be getting better at it.

This issue has even been raised at senior government and parliamentary levels with in-depth reports being published looking into the weakness of Canadian businesses online in general and in ecommerce in particular. Rather staggeringly, in 2016, in one of the most consumer-online countries in the world, only 46% of Canadian businesses had any sort of website. And it’s much worse for SMEs, so if you have some sort of niche proposition, you might find the playing field is empty.

Figure 23 - % of total Canadian retail ecommerce via cross-border

• 2014: 59% of eCommerce cross-border into Canada
• 2015: 45% of eCommerce cross-border into Canada

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47 Virtual Logistics Inc. Canada, 2016
48 E-commerce in Canada: Pursuing the Promise: Report of the Standing Committee on Industry, Science and Technology, House of Commons Canada
49 CBC
Americans in Canada

The very bad news is that US retailers have been busily filling the gap between supply from the local retailers and demand from Canadian consumers.

The top 3 online retail sites are eBay (9%), Amazon (12%) and Apple. The top 10 are all American. And amazingly, only one of the top 20 sites is Canadian: Canada Computers.

Walmart, Costco, Nike, Gap, and American Apparel are all present under Canadian domain names, and will be used to benchmark payment and delivery propositions (see later sections).

Amazon presence

Amazon is increasingly active in Canada, with online sales estimated (as always, Amazon is rather coy with its published data) to be currently about CA$2bn. This could be either bad news if Amazon is a competitor, or good news if Amazon marketplace is a useful route-to-market for your products.

It isn’t offering quite the full range it offers in the US or UK, but categories include books, music, movies & TV shows, Kindle, electronics, software, video games, home, kitchen & pets, garden, health & beauty, toys, clothing, sports, automotive and boutiques.

Note that if you want to use Fulfilled by Amazon to sell via the Amazon marketplace into Canada, you’ll need to import your goods into an Amazon Canada fulfilment centre. This is different to operating within the EU, where this importation step is not required.

LOCAL BENCHMARKS

Top sites

The following list has been used to benchmark Canadian retailers online. It was constructed by listing top online retailers, and then eliminating those that are not Canadian, and also those in categories which are unlikely to be of interest for cross-border. It isn’t exhaustive, but gives a good illustration. You might also take the view, once you’ve looked at a few sites, that it also explains why Canadian retailers aren’t more dominant in their own domestic online market.

<table>
<thead>
<tr>
<th>Name of retailer (Website)</th>
<th>Key Categories</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hudson Bay - <a href="http://www.thebay.com">www.thebay.com</a></td>
<td>Womenswear, shoes, handbags, jewellery &amp; accessories, beauty, menswear, kids, home.</td>
</tr>
<tr>
<td>Reitmans - <a href="http://www.Reitmans.com">www.Reitmans.com</a></td>
<td>Women’s apparel: clothing, footwear, accessories and some jewellery.</td>
</tr>
<tr>
<td>Lululemon Athletica- <a href="http://www.lululemon.com">www.lululemon.com</a></td>
<td>Apparel for athletic activities for both men and women.</td>
</tr>
<tr>
<td>Le Chateau - <a href="http://www.lechateau.com">www.lechateau.com</a></td>
<td>Women, men, shoes, night out, dress shop, suit shop, wedding boutique.</td>
</tr>
<tr>
<td>Browns Shoes - <a href="http://www.brownsshoes.com">www.brownsshoes.com</a></td>
<td>Shoes: Women’s, men’s, kids, handbags.</td>
</tr>
<tr>
<td>Simons - <a href="http://www.simons.ca">www.simons.ca</a></td>
<td>Designer, women, men, shoes, accessories, home products.</td>
</tr>
<tr>
<td>Hatley - <a href="http://www.hatley.com">www.hatley.com</a></td>
<td>Women, girls, boys, baby, accessories.</td>
</tr>
<tr>
<td>Nygard International - <a href="http://www.nygard.com">www.nygard.com</a></td>
<td>Women’s apparel.</td>
</tr>
</tbody>
</table>

These retailers will be used later to illustrate domestic propositions for payment methods and delivery times that international retailers might want to aspire to.

50 BMO Nesbitt Burns, May 2015
51 https://services.amazon.co.uk/services/global-selling/fulfilment-by-amazon.html
THE BRITISH IN CANADA

Many larger British retailers already offer shipping to Canada. These include (not an exhaustive list) Next, Marks & Spencer, Debenhams, Harrods, John Lewis, ASOS, New Look, House of Fraser, JD Sports, River Island, Boohoo, Peacocks, Jack Wills and NotOnTheHighStreet.

Very few offer explicitly localised Canadian propositions, although both Marks & Spencer and Next do so, supported (see below) by quite competitive delivery promises. Even ASOS appears to currently be treating Canada as ‘just another international destination’, unlike its country-stores in Australia or the US for example.

Next have chosen a subdomain structure, while Marks & Spencer have elected for folders. Neither has attempted to use a Canadian domain name.52

SUMMARY

• Canadians have been forced to become enthusiastic cross-border shoppers
• This is starting to change, not because cross-border purchasing is decreasing, but because domestic retailers are at last starting to get their act together. They’re still coming from a long way back in general, and it’s likely you’ll be offering a superior experience on day one
• Many US retailers have an online presence in Canada. As noted earlier, don’t automatically assume it’s as good as it is in the US
• Amazon are already present in strength, but without dominating in the way they do in the US, or to a lesser extent in Germany
• International brands such as H&M, Zara and IKEA have ecommerce-enabled Canadian sites that conform to their global template
• A few UK retailers appear to be taking Canada more seriously, notably Next and Marks & Spencer, neither of which is using a .CA domain name

52 See the IMRG/eCommerce Worldwide how-to-do-it guide to cross-border ecommerce – A Nation of Shoppers? – September 2015, for more discussion of the merits of domains vs subdomains vs folders
MARKETING TO CANADIANS ONLINE

In Canada, social media has an 82% average penetration rate, with active social media users spending an average 2 hours and 19 minutes on social sites daily.\(^\text{53}\)

*Reach & key sites*

Unsurprisingly, Facebook tops the charts when it comes to usage (Figure 24).

*Figure 24 - Canadian social media usage in previous month*\(^\text{54}\)

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\(^{53}\) We Are Social: Global Digital Statistics, 2014

\(^{54}\) Forum Research, 2015 (except Instagram data point from previous source)
**Demographics**

Facebook users visit about 9 times per week, French speakers are actually slightly more enthusiastic users than average (65% vs 59%), and mothers the most enthusiastic demographic of all (70%). The overall user profile is, as might be expected, skewed towards the young (**Figure 25**):  

**Figure 25 - Canadian Facebook User Demographics**

Note the relatively low Twitter penetration, whose users visit about five times per week on average, and the fact that its usage has stayed pretty much constant over the last three years while satisfaction with it has been falling. However, it’s an effective channel to reach young men on: around 56% of users are male.  

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55 ibid
56 ibid
DIRECT MARKETING

Email

The Canadian Anti-Spam Law (see Canadian government guidance on CASL\(^{57}\)) is one of the most stringent such regimes in the world. It demands consent, as you might expect, but also goes further and makes a clear distinction between explicit and implicit consent. You must record which applies to each customer record you have captured. The law applies to businesses inside and outside of Canada; its aim is that all Canadian citizens are protected from spam by both domestic and foreign businesses. When it was first implemented in July 2014, many email marketing companies saw 50% of their database effectively rendered useless. The law also stipulates that a simple unsubscribe process must exist and those who choose to unsubscribe should be unsubscribed and removed from the system ‘without delay’ i.e. with no real period of grace.\(^{58}\)

The Anti-Spam Law is a federal act with numerous regulatory bodies able and willing to impose fines on those deemed to be in breach of the regulations. For example, media company Rogers Media Inc. was recently fined CA$200,000 merely for failing to comply with unsubscribe rules.\(^{59}\)

Nevertheless, well-managed email is a highly effective direct online marketing tool in Canada (Figure 26).

![Figure 26 - Reported sales return multiplier per CA$ spent](source)

SMS

A survey from 2012 suggested that 18% of consumers were receiving promotional texts on a regular basis, and 41% were inclined to always or usually open them.\(^{60}\) However, consumers in the same survey were not overly keen on receiving such messages. Only 1% of respondents to the same survey stated that their preferred form of communication was via text messages. The 2014 implementation of CASL significantly impacted the SMS-marketing industry, with various estimates of between 20% and 65% reductions in the size of properly qualified databases.\(^{61}\)

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57 Canadian government guidance is at [http://fightspam.gc.ca/eic/site/030.nsf/eng/home](http://fightspam.gc.ca/eic/site/030.nsf/eng/home)

58 Exact Cloud: email marketing and Canada’s anti-spam law

59 Direct marketing association of Canada

60 Source: Canadian marketing association. Author’s note: it has proven exceptionally difficult to source explicitly Canadian data here; all too often Canada is buried in “North America”, and therefore overwhelmed by US in statistical reporting, which is probably in turn a reflection of Canada’s late-coming to the online party. This data point should be treated with particular scepticism. There is little real evidence that Canada is in some way unusual when it comes to email, SMS or social campaign ROI. Canadian marketing associations frequently endorse US data points as representative of Canada

61 Canada Post, Online Shoppers & Buyers, 2012

62 ATS Mobile, July 2014
**Price comparison sites**

The top Canadian price comparison sites by visitor numbers are Shopbot.ca, Shoptolt.ca, Nextag.ca, PriceGrabber.ca, PriceBat.ca, Bizrate.ca, Comparator.ca and PriceFinder.ca. Each site varies slightly in what it offers in terms of comparison, with PriceGrabber, PriceBat and PriceFinder focusing predominantly on consumer electronics while the others have a broader variety of categories for comparison.

**Affiliate marketing networks**

Top CPA affiliate networks active in Canada include: MaxBounty (which is based in Canada), PeerFly, ClickBooth, NeverBlue and CPAWay.

Top CPS affiliate networks active in Canada include: Amazon (no surprise there), Linkshare, Commission junction, Tradedoubler, Clickbank, and Share-a-Sale.

These are by no means exhaustive lists.

**DISPLAY ADVERTISING**

**Format**

It’s worth remembering the statistics presented earlier, showing Canadians as highly enthusiastic users of the internet for entertainment purposes, and especially for watching video (1,476 minutes per viewer average in Q4 2014).

This isn’t fully reflected in creative formats (NB this data is from 2014 before Google started obstructing Flash) (Figure 27). Over 29 billion retail display adverts were served to Canadian customers in 2014, second only to those for financial services (35 billion).

![Display ad formats used in Canada 2014](figure27)

**Figure 27 - Display ad formats used in Canada 2014**

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63 Price comparison sites: http://www.howtosavemoney.ca/savelog/best-price-comparison-sites-canada

64 See for example CanadiansInternet.com 2014 Tops CPS and CPA Affiliate Networks

65 Comscore: Canada Digital Future in Focus 2015
Placement

To support adapting an existing domestic preferred placement strategy to the Canadian market, here are the device shares of times for key online activities in Canada (Figure 28). Note that retail still takes place on desktop to a greater extent than in many other developed markets, although doubtless this will change.

**Figure 28** - Device share of time on selected online activities

GEAR

Search engines

As with so many other aspects of planning online retail into Canada, you will find yourself in familiar territory here: Canada is a Google-dominated country (Figure 29).

**Figure 29** - Search engine share comparisons

In fact Canada is especially similar to the UK in profile, with significantly less usage of Bing than is seen in the US. Other search engines have less than 4% share in total.

66 ibid
SEM/PPC – relative costs

You might be pleasantly surprised, but not wildly thrilled, by the relative cost of SEM / PPC in Canada compared to your domestic market. It’s certainly cheaper than the US, and generally somewhat cheaper than the UK (Figure 30):

(These figures should be regarded as for planning guidance only – it’s obviously going to vary a lot depending on the specific nature of your business.)

Figure 30 - SEM / PPC costs as a % of UK level

SUMMARY

- Canada has very strict anti-spam laws under the CASL code. The Canadian authorities are quite prepared to inflict swingeing fines for non-compliance
- The social network landscape is a familiar one. Facebook dominates. Twitter usage is rather low
- Familiar online marketing approaches work in Canada
- There is a developed ecosystem of price comparison sites and affiliate networks, which includes some probably familiar names such as TradeDoubler
- The search landscape will be very familiar to European retailers: Google dominates, with Bing an extremely distant second
- PPC / SEM costs can be expected to be slightly, but not hugely, cheaper than back home. Given the rapid development of online retailing in Canada, this might well change rapidly

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Research by Redsock.biz for eCommerce Worldwide & IMRG
PAYMENT

**Currency & exchange rate**

The Canadian currency is the Canadian dollar. At the time of writing in March 2016, 1 Canadian dollar bought 0.53 British pounds or 0.74 US dollars.

**Sales taxes**

There is good news and bad news when it comes to Canadian sales taxes. The good news is that they are nowhere near as complex as in the US – a consistent rate applies to pretty much all relevant goods. The bad news is that they do vary by province / territory, rather messily. There are four sales taxes to consider:

- **GST** – national sales tax, currently 5%.
- **PST** – provincial sales taxes, varying by province.
- **HST** – harmonised sales tax, which combines the previous two into a single sale tax.
- **QST** – Quebec has its own version of PST, which it classifies as harmonised, even though it isn’t.

<table>
<thead>
<tr>
<th>Province</th>
<th>Type of tax</th>
<th>PST %</th>
<th>GST %</th>
<th>HST %</th>
<th>Total tax %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alberta</td>
<td>GST</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>British Columbia</td>
<td>GST+PST</td>
<td>7</td>
<td>5</td>
<td></td>
<td>12</td>
</tr>
<tr>
<td>Manitoba</td>
<td>GST+PST</td>
<td>8</td>
<td>5</td>
<td></td>
<td>13</td>
</tr>
<tr>
<td>New Brunswick</td>
<td>HST</td>
<td></td>
<td>13</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>Newfoundland and Labrador</td>
<td>HST</td>
<td></td>
<td>13</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>NW Territories</td>
<td>GST</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Nova Scotia</td>
<td>HST</td>
<td>15</td>
<td></td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Nanuvat</td>
<td>GST</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Ontario</td>
<td>HST</td>
<td>13</td>
<td></td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>Prince Edward Island</td>
<td>HST</td>
<td></td>
<td>14</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>Quebec</td>
<td>GST+QST</td>
<td>5</td>
<td>9.975</td>
<td>14.975</td>
<td></td>
</tr>
<tr>
<td>Saskatchewan</td>
<td>GST+PST</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Yukon</td>
<td>GST</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
</tbody>
</table>

If you’re shipping parcel-by-parcel from outside Canada, then these probably don’t apply, but you will instead have to pay customs duties (see below), most of which are, in fact, based on P / QST or HST. If you’re fulfilling from inside Canada they definitely do. If you are using a Canadian domain name, they probably do apply, but before making a final decision, take professional advice.

Remember that if you do need to apply sales taxes which vary by province / territory, you may need to change the flow of your checkout. You will certainly want to display prices ex-VAT.

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68 For avoidance of doubt, this is a disclaimer. This document gives guidance, but not qualified professional advice.
**Payment methods used**

The payment method landscape in Canada is a rather familiar one, straightforward to implement, with none of the complexities you’ll find in places such as Germany or the Netherlands (Figure 31).

![Preferred online payment methods by country](image)

**Figure 31 - Online payment methods**

The preferred eWallet in Canada is PayPal, which has a very large share (22%). Implementing PayPal is pretty much mandatory, and those UK retailers which seem to be already taking Canada seriously, Marks & Spencer and Next for example, are accepting PayPal. Nonetheless, by no means do all local online retailers do so (figure 32).

**Local methods**

The only local method which is really worthy of callout is Interac Online, which is a way of sending and receiving money directly from one bank account to another. Usage requires access to online or mobile banking through a participating financial institution, and allows money to be sent to anyone with an email address or mobile phone number and a bank account in Canada. Essentially, it links financial institutions and other enterprises for transactions and it is rather straightforward for the consumer.

Its usage for online retail transactions is quite limited, but some Canadian online retailers are offering it. It probably should not be your first priority, and certainly should not be implemented in preference to PayPal. Apple Pay is also growing in popularity.

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Local benchmarks

Using the same sample of Canadian online retailers identified previously, here are the payment options they offer (Figure 32). As noted, despite the preference of Canadian consumers for PayPal, online acceptance is far from universal. It is tempting to suggest that this is another example of the disconnect between the desires of the consumer and the implementation of online retailing in Canada which has held back its growth until recently.

<table>
<thead>
<tr>
<th>Canadian online retailer</th>
<th>Payment options offered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hudson Bay</td>
<td>Visa, MasterCard, American Express, PayPal, JCB, Gift cards, HBC Credit Card and MasterCard. Walmart is currently in dispute with Visa and has stopped taking it in some locations</td>
</tr>
<tr>
<td>Harry Rosen</td>
<td>Amex, Visa, MasterCard, Online Interac, Gift cards</td>
</tr>
<tr>
<td>Reitmans</td>
<td>Visa, MasterCard, American Express</td>
</tr>
<tr>
<td>Roots Canada</td>
<td>MasterCard, Visa, PayPal, Roots Canada Gift card</td>
</tr>
<tr>
<td>Lululemon Athletica</td>
<td>Visa, MasterCard, American Express, PayPal, Gift cards</td>
</tr>
<tr>
<td>Le Chateau</td>
<td>Visa, MasterCard, American Express</td>
</tr>
<tr>
<td>Browns Shoes</td>
<td>Visa, MasterCard, American Express</td>
</tr>
<tr>
<td>Simons</td>
<td>Visa, Amex, MasterCard, Discover, Interac online</td>
</tr>
<tr>
<td>Hatley</td>
<td>Visa, MasterCard, PayPal</td>
</tr>
<tr>
<td>Nygard International</td>
<td>Visa, MasterCard, PayPal</td>
</tr>
</tbody>
</table>

Figure 32 - Payment methods accepted by local retailers

Americans in Canada benchmarks

US retailers operating with Canadian domain names nevertheless appear to have taken the view that what works for Americans must be good enough for Canadians too (Figure 33):

<table>
<thead>
<tr>
<th>Retailer</th>
<th>Payment options offered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walmart</td>
<td>Visa, MasterCard, American Express, Walmart rewards cards</td>
</tr>
<tr>
<td>Costco</td>
<td>MasterCard, Visa, Costco cards</td>
</tr>
<tr>
<td>Nike</td>
<td>Visa, MasterCard, Discover, American Express, Visa Electron, Maestro, PayPal</td>
</tr>
<tr>
<td>Gap</td>
<td>Visa, MasterCard, American Express, JCB, Diners Club, Gift cards</td>
</tr>
<tr>
<td>American Apparel</td>
<td>Visa, MasterCard, American Express, Discover, PayPal</td>
</tr>
</tbody>
</table>

Figure 33 - Payment methods, sample of US retailers with .CA domains

SUMMARY

- Canada is a straightforward country for payment methods, with the ‘standard’ international card schemes dominating
- There are no unusual or awkward local schemes, as would be the case in places such as Germany or Netherlands. Interac Online has very limited take-up, and is only worth considering if you are exceptionally enthusiastic about localisation
- PayPal has a 22% share of online payments. It is probably effectively mandatory
- There are definitely opportunities to be more friendly for Canadian consumers than some pre-existing competitors are
**LEGAL**

**Disclaimer**
This section of the eCommerce Worldwide Canada cross-border country guide is provided for general information only and does not constitute legal or other professional advice. eCommerce Worldwide does not owe any duty of care to any reader of this section of the country guide. You should consult a suitably qualified lawyer on any specific legal problem or matter.

**Devolved legal regime**

The legal situation around online retail in Canada is complicated by its general devolution from federal to province/territory level. In theory this means 13 different sets of terms and conditions needed. In practice, there is a very high degree of uniformity.

**CONSUMER LAW**

**Protection**

Broadly, consumer protection is in the domain of the provinces. Provinces have enacted consumer protection acts to protect consumers from business malpractices. For instance, the Quebec version of the law regulates contracts entered into by consumers and merchants, makes provisions for basic and legal guarantees on all goods and services, makes provisions for specific protection related to certain types of contracts and prohibits merchants to engage in deceptive practices. 71 The Quebec law is broadly in line with other consumer protection acts across the other provinces in Canada, there are no major differences.

While consumer protection is largely the domain of the provinces, the federal government has at times enacted laws where the provinces have been seen to be not acting strongly enough. For example the Canadian Consumer Product Safety Act aims to protect the public by addressing or preventing dangers to human health or safety that are posed by consumer products in Canada, including those that circulate within Canada and those that are imported. 72 This law introduces an ‘early warning system’ for products which may well pose a danger to health. It encourages swift and decisive action aimed at curtailing damage to human health.

**Distance selling**

Again, regulations on distance selling are done at a provincial level, but regulations are not very dissimilar across the country. For example, both Quebec and British Columbia ensure customers have a seven-day cooling-off period where consumers are able to cancel their order if they wish to do so. In addition to the cooling-off period, certain key information must be exchanged between the supplier and the customer when distance selling. Such information includes the supplier’s name and, if different, the name under which the supplier carries on business; the supplier’s business address and, if different, the supplier’s mailing address; the supplier’s telephone number and, if available, facsimile number; an itemised purchase price for the goods or services to be supplied under the contract; other costs payable by the consumer, including taxes and shipping charges; if any customs duties, brokerage fees or other additional charges that may apply to the contract cannot reasonably be determined by the supplier, a description of those charges; a detailed statement of the terms of payment; the total price under the contract, including the total cost of credit. 73 This list is that provided by the code for British Columbia, but others are comparable. None of it is unexpected or particularly onerous for those operating under their existing domestic code.

**Returns**

There are no federal or provincial requirements in relation to the return policies of retailers. Put simply, businesses are able to define their own returns policies and able to decide for themselves what refunds are paid out to consumers. It is also legal for the return costs to be passed onto the consumer. Good actual practice is benchmarked in the logistics section (page 35).

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73 Information-Distance selling: http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/04002_044part4_divisions4
Like most other developed countries, Canada has strong data protection and privacy laws in place, predominantly at the federal level, but some provinces do also have measures in place. At a federal level, the Personal Information Protection and Electronic Documents Act (PIPEDA) is the cornerstone of this. PIPEDA applies to organisations that collect, use or disclose personal information in Canada or transfer personal information across the Canadian border. The legislation only permits the use, collection and disclosure of individual’s data if that individual has given consent to it. Severe financial penalties apply if data protection laws are breached. There are ten overriding principles to the PIPEDA law (Figure 34).

<table>
<thead>
<tr>
<th>Principle</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountability</td>
<td>Organisations are responsible for information under their control, and must designate an individual responsible for compliance with the legislation.</td>
</tr>
<tr>
<td>Identifying purposes</td>
<td>The purpose(s) for which personal information is collected must be specified at the time of or before the collection.</td>
</tr>
<tr>
<td>Consent</td>
<td>An individual’s informed consent must be obtained for the collection, use or disclosure of their personal information. For consent to be meaningful, the purposes for which the information may be used must be disclosed.</td>
</tr>
<tr>
<td>Limiting collection</td>
<td>The collection of personal information must be limited to that which is necessary for the purposes disclosed by the organisation.</td>
</tr>
<tr>
<td>Limiting use, disclosure and retention</td>
<td>Personal information cannot be used or disclosed for a purpose other than that for which it was collected, without consent, unless permitted or required by law.</td>
</tr>
<tr>
<td>Accuracy</td>
<td>Organisations must keep personal information as accurate, complete and up-to-date as necessary for the purposes for which it will be used.</td>
</tr>
<tr>
<td>Safeguards</td>
<td>Personal information must be protected by safeguards appropriate to its sensitivity.</td>
</tr>
<tr>
<td>Openness</td>
<td>Organisations must make their policies and practices regarding personal information available to individuals. This information must include contact information for the person accountable for compliance.</td>
</tr>
<tr>
<td>Individual access</td>
<td>On request, individuals must be informed of the existence, use and disclosure of their personal information, and must be granted access to it.</td>
</tr>
<tr>
<td>Challenging compliance</td>
<td>Organisations must have policies in place to receive and respond to complaints and challenges to their compliance with these principles.</td>
</tr>
</tbody>
</table>

Figure 34 – PIPEDA principles

Once again, none of this should present a challenge to retailers already complying with their own local codes of practice.

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74 PIPEDA Canadian government definition can be found at: https://www.priv.gc.ca/leg_c/r_o_p_e.asp

75 ibid
Keeping personal data outside of Canada

Canadian private sector privacy law does not prohibit the transfer of personal information outside of Canada. However, organisations remain liable for information they transfer outside of the country, and individuals must be notified of such transfers. Therefore, before transferring data outside Canada, an organisation must ensure that it is able to meet its obligations under Canadian law by using appropriate means to ensure the recipient provides comparable protection for the information while it is being processed.

Anti-spam

See the email section earlier for a discussion of the very strict Canadian Anti-Spam Law (CASL).

Cookie regulations

Canadian cookie regulations are far less onerous, and rather more pragmatic, than their EU equivalents. As demanded by the anti-spam law (CASL) discussed earlier, it is a requirement to get express consent in order to install computer programmes. However, in the case of cookies, a business is considered to already have express consent without requesting it.

SETTING UP A SUBSIDIARY

This section is a very high level overview of the process you might need to undertake to set up a subsidiary in Canada, for example to act as a local distribution, returns or marketing agency. It is far from exhaustive, and intended to give a general flavour only.

Establishing in Canada

Setting up a limited company / business corporation can be done at either a provincial or federal level. If deciding to establish a subsidiary at a federal level, Corporations Canada deals with requests to establish a business corporation. They expect various info detailing articles of incorporation, name of business, fees, etc. It is only when Corporations Canada has all the relevant information required from a request that it can approve the recognition of a corporation and there is no set time limit for when they can respond to a request. Alternatively, provincial options are also available for businesses.

Foreign ownership regulations

Broadly, there are very few regulations on foreign ownership in Canada and for decades now, Canadian governments have encouraged foreign direct investment aimed at offering improved economic prospects to Canadian workers. The Investment Canada Act details how non-Canadians should go about seeking to establish a new Canadian business or to takeover an existing one. When establishing a new business, if you are a non-Canadian then you must file a notification each and every time you commence a new business activity in Canada which be filed no later than thirty days after the implementation of the investment.

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76 ibid
77 ibid
78 Cookie regulations, Canadian government information: http://crtc.gc.ca/eng/internet/install.htm
79 Corporation Canada: https://www.ic.gc.ca/eic/site/cd-dgc.nsf/eng/cs05096.html
SUMMARY

• Canadian online trading law will be generally familiar to those already trading online in developed countries. While it might vary in detail, it does not vary in general intent.

• Anti-spam legislation is unusually strict and backed up by swingeing fines on violators. Make sure your opt-out process works.

• Cookie law is rather more bland than Europeans will be used to.

• Personal data can be stored outside of Canada, provided a reasonable security regime is adhered to, none of which should present significant challenges to a non-Canadian retailer already observing good local practice with regard to data protection.

• The relevant legal regime is mildly complicated by the intersection of federal and province/territory law, which results in minor variations. In theory, this means 13 different sets of terms and conditions needed. In practice, there is a very high degree of uniformity. Following good practice in your home country is likely to have appropriate results in Canada.

• Seek professional advice from a qualified lawyer; this information has been provided for guidance only.

LOGISTICS

Geography

Canada is a spectacular 9,306 km from extreme east to extreme west. That fact alone determines the logistics landscape. For any non-Canadian retailer looking for delivery partners to ship into the country, only large players with the scale to cover such a geography are particularly relevant.

Infrastructure is good, with the obvious exception of the far north. However, as noted earlier, ecommerce customers in remote regions will be few and far between: population is low, and so is ecommerce penetration. In general, therefore, a consistent and achievable delivery promise can be made to at least 97% of the population, and probably in reality to about 99% of the likely buying population.

Routes to market

Non-domestic retailers wishing to access the Canadian market have a number of options to choose from.
Global carriers

UPS, DHL and FedEx all offer services to Canada from all major markets. The services most suitable for ecommerce are summarised in Figure 35, shipping outbound from the UK as an example.

<table>
<thead>
<tr>
<th>Carrier</th>
<th>Service option</th>
<th>Delivery expectation</th>
</tr>
</thead>
<tbody>
<tr>
<td>FedEx</td>
<td>International Priority</td>
<td>Next day</td>
</tr>
<tr>
<td></td>
<td>International Economy</td>
<td>3 days</td>
</tr>
<tr>
<td>UPS</td>
<td>Express</td>
<td>Within 2 business days 10:30/12:00 (Business addresses)</td>
</tr>
<tr>
<td></td>
<td>Express Saver</td>
<td>End of business day 2 for most of Canada (Business addresses)</td>
</tr>
<tr>
<td></td>
<td>Expedited</td>
<td>4 business days</td>
</tr>
<tr>
<td>DHL</td>
<td>Express Worldwide</td>
<td>2 business days to major population areas</td>
</tr>
</tbody>
</table>

Figure 35 - Global Carrier Options 82, 83

Local carriers: Canada Post

The dominant local player is Canada Post, which has a 62% volume share of the Canadian market for parcels. Like most national carriers it had been observing the decline in letter post with concern, but had to wait slightly longer than others for the rise in parcel volumes associated with ecommerce to counteract this. As a strategic response, it acquired a key competitor Purolator, in which it has a 91% stake.

Within Canada it offers 1-day, 3-day and 7-day delivery options (with some extended durations to more remote locations).

Accessing Canada Post

Existing National Mail to National Mail service partnerships are the obvious way to access Canada Post from outside Canada.

For example, from the UK, Royal Mail partners with Canada Post to offer a 5 to 7-day service, with tracked and signed-for options as extras. You’ll need to prepare form CN22 (which is very short) for typical-sized orders.

Canada Post also acts as a service partner to direct access companies, some of which act as the international arm of other National Mail service providers.

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81 Still referred to as TNT in a number of places in a Canadian context
82 http://www.fedex.com/gb/shipping-services/international/export/canada/index.html#tab1
84 Canada Post, How to Grow Your Business into Canada, May 2014
85 Canada Post, Annual Report, 2014
Direct access

A growing alternative is to use direct access solutions, such as those offered by various companies operating from the UK including Landmark Global 86, wnDirect, P2P, and Rebound. This type of company offer new options by consolidating volumes in the country of dispatch to achieve better air transport rates, and provide a fully managed service. For example, Landmark provides 3-5 day delivery from the UK to Canada.

It additionally includes:

- The calculation of duties and delivery charges, in the preferred local currency to provide the customer with a Delivery and Duty Paid (DDP) price for their order at checkout. Duty charges are calculated using HS code classification (HS = Harmonised Tariff Schedule). The Harmonised Tariff Schedule is a moderately standardised global coding structure for applying customs duties to different kinds of products. 87 It may be a ‘global’ standard, but Canada has its own version. 88
- Customs clearance which is often “wheels up” in advance of arrival, combined with multiple points of entry which reduce in-country travel, which combine to reduce overall shipping times. Landmark, for example, has two operating centres in Canada (Calgary and Toronto) through which it injects parcels into local distribution networks.
- Returns management including a localised online portal, quality inspection, re-stocking (if using an in-country fulfilment solution), return to sender, or disposal which may mean options ranging from authorised destruction to gift to charity. Export duties originally paid on orders can be recovered.

More information about Landmark Global is provided on page 45.

Domestic carriers

Various domestic carriers will accept online retail orders and ship them to Canada to be handed to local agents (often the global or postal carriers) for delivery. Service times will vary depending on the line haul arrangements in place and the Canadian carrier partner chosen but a couple of examples from the UK include:

- Hermes, who offer a 4-7 day service
- DPD, who offer options for 2-4 days and 3-6 days

If you already have a service contract with a domestic carrier, this is probably the best place to start looking; at the very least it will serve as a shipping benchmark.

Integrators

Retailers with a reasonable volume of orders going to Canada may wish to consider the option of parcel management service integrators who can provide immediate integration with a wide range of service providers delivering in the Canadian market.

You will need to have a contract with the integrator who will then offer the ability to allocate orders to the most appropriate service (using agreed business rules), print labels and customs documentation, provide tracking and help to manage returns. For smaller retailers some integrators offer a parcel broker option that can help obtain better rates.

Providers of such services include MetaPack, Electio, Hypaship's Parcelworks and Consignor.

86 The international division of bpost, Belgium's national postal service.
87 See https://www.canadapost.ca/cpotools/apps/wtz/personal/findHsCode
88 Landmark Global has an in-house team to support the calculation of duties
## LOCAL CONSUMER EXPECTATIONS

### Local benchmarks

Using the same cross-section of local retailers we have used earlier, **Figure 36** shows their online delivery promises / options to Canadian customers.

<table>
<thead>
<tr>
<th>Retailer</th>
<th>Promise</th>
<th>Free over price threshold?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hudson Bay</td>
<td>Standard (1-7 days)</td>
<td>YES</td>
</tr>
<tr>
<td></td>
<td>Express (1-7 day)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Next Day</td>
<td></td>
</tr>
<tr>
<td>Harry Rosen</td>
<td>Expedited (1-7 days)</td>
<td>YES</td>
</tr>
<tr>
<td></td>
<td>Express Post (1-2 days)</td>
<td></td>
</tr>
<tr>
<td>Reitmans</td>
<td>Flat rate (5-7 days)</td>
<td>YES</td>
</tr>
<tr>
<td>Roots Canada</td>
<td>Standard (2-10 days)</td>
<td>YES</td>
</tr>
<tr>
<td></td>
<td>Express (1-4 days)</td>
<td></td>
</tr>
<tr>
<td>Lululemon Atletica</td>
<td>Standard (5-7 days)</td>
<td>YES</td>
</tr>
<tr>
<td></td>
<td>FedEx Express (2-3 days)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>FedEx Priority (1 day)</td>
<td></td>
</tr>
<tr>
<td>Le Chateau</td>
<td>Ground Orders (3-10 days)</td>
<td>NO</td>
</tr>
<tr>
<td></td>
<td>Express Orders (2-3 days)</td>
<td></td>
</tr>
<tr>
<td>Browns Shoes</td>
<td>Standard (3-10 days)</td>
<td>YES</td>
</tr>
<tr>
<td>Simons</td>
<td>Standard (4-7 days)</td>
<td>YES</td>
</tr>
<tr>
<td>Hatley</td>
<td>Expedited Parcel (1-5 days)</td>
<td>YES</td>
</tr>
<tr>
<td></td>
<td>Standard (2-4 days)</td>
<td></td>
</tr>
<tr>
<td>Nygard International</td>
<td>Regular Shipping (5-7 days)</td>
<td>YES</td>
</tr>
</tbody>
</table>

**Figure 36** – Local shipping promises

Note the widely variable shipping times, due to the need to make a published promise applicable to both urban Toronto and the capital of Nunavut territory.

In short, if you are prepared to invest reasonably in shipping costs, it isn’t so difficult to compete with Canadian retailers in Canada on a timeliness basis.

### British benchmarks

In fact we can see some British retailers taking Canada seriously and doing exactly that (**Figure 37**).

<table>
<thead>
<tr>
<th>Retailer</th>
<th>Promise</th>
<th>Free over price threshold?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Next</td>
<td>Standard (2-3 days)</td>
<td>YES</td>
</tr>
<tr>
<td>Jack Wills</td>
<td>Standard (10-12 days)</td>
<td>NO</td>
</tr>
<tr>
<td>Debenhams</td>
<td>Standard (5-10 days)</td>
<td>NO</td>
</tr>
<tr>
<td>Peacocks</td>
<td>Standard (10-14 days)</td>
<td>NO</td>
</tr>
<tr>
<td>Harrods</td>
<td>Standard (7-10 days)</td>
<td>NO</td>
</tr>
<tr>
<td>Marks &amp; Spencer</td>
<td>Tracked Express (3-5 days)</td>
<td>YES</td>
</tr>
<tr>
<td>John Lewis</td>
<td>Standard (4-11 days)</td>
<td>NO</td>
</tr>
<tr>
<td>ASOS</td>
<td>Express (within 4 days)</td>
<td>YES</td>
</tr>
<tr>
<td></td>
<td>Standard (within 12 days)</td>
<td></td>
</tr>
<tr>
<td>New Look</td>
<td>Standard (6-8 days)</td>
<td>YES</td>
</tr>
<tr>
<td>House of Fraser</td>
<td>Express (5 days)</td>
<td>NO</td>
</tr>
<tr>
<td></td>
<td>Standard (10 days)</td>
<td></td>
</tr>
<tr>
<td>JD Sports</td>
<td>Standard (6-10 days)</td>
<td>NO</td>
</tr>
<tr>
<td></td>
<td>Express (3-8 days)</td>
<td></td>
</tr>
<tr>
<td>River Island</td>
<td>Standard (up to 10 days)</td>
<td>NO</td>
</tr>
<tr>
<td>Boohoo</td>
<td>Standard (6-8 days)</td>
<td>NO</td>
</tr>
<tr>
<td></td>
<td>Express (2-3 days)</td>
<td></td>
</tr>
<tr>
<td>Notonthehighstreet</td>
<td>Standard (10 days)</td>
<td>NO</td>
</tr>
</tbody>
</table>

**Figure 37** – British retailers shipping promises to Canada
Next, ASOS, Boohoo and Marks & Spencer are all making shipping promises which stand up reasonably well to local benchmarking. They probably don’t compare with the very fastest, but they aren’t unreasonably out of line. The key point is that it is definitely possible to overcome this barrier for customers without (currently) being totally outcompeted by impossible-to-match and highly convenient local promises.

**Click & collect?**

One option you won’t find much of in Canada is British-style click & collect from store. Only three of our Canadian benchmarks were offering it at the time of writing, and none of the US-in-Canada benchmarks. Clearly this is helpful news for those who don’t have stores in Canada.

This is probably not unconnected with the prevalence of collection from locations other than stores. Canada Post has 6,000 post offices and 27,000 collection boxes, and if you are willing to make the effort, it’s possible to integrate this option into your website. (Canada Post also notes that 80% of home addresses are empty during the daytime in Canada, and suggests that collection might be a preferred option anyway).

### SERVICE OPTIONS AVAILABLE

**Returns policies**

A reasonably friendly returns policy is definitely one way to differentiate yourself in Canada. For reference, here are the policies of our usual local benchmarks (Figure 38):

<table>
<thead>
<tr>
<th>Retailer</th>
<th>Returns Policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hudson Bay</td>
<td>30 day limit on returns&lt;br&gt;Shipping fees non-refundable, returns subject to 20% re-stocking fee&lt;br&gt;Goods can be returned at store or via mail to warehouse</td>
</tr>
<tr>
<td>Harry Rosen</td>
<td>No time limit on returns&lt;br&gt;Shipping fees non-refundable&lt;br&gt;Goods can be returned at store or via mail</td>
</tr>
<tr>
<td>Reitmans</td>
<td>30 day limit on returns&lt;br&gt;Free shipping on returns, original shipping non-refundable&lt;br&gt;Can be returned at store or via mail</td>
</tr>
<tr>
<td>Roots Canada</td>
<td>30 day limit on returns&lt;br&gt;Goods can be returned at store or via mail</td>
</tr>
<tr>
<td>Lululemon Athletica</td>
<td>14 day limit on returns&lt;br&gt;Shipping fees non-refundable, plus a $5 flat rate shipping fee for mailing goods to warehouse&lt;br&gt;Can be returned at store or via mail</td>
</tr>
<tr>
<td>Le Chateau</td>
<td>15 day limit on returns&lt;br&gt;Shipping fees non-refundable, return costs prepaid&lt;br&gt;Goods can only be returned via mail</td>
</tr>
<tr>
<td>Browns Shoes</td>
<td>15 day limit on returns&lt;br&gt;Shipping fees non-refundable, $5 return fee by mail applies&lt;br&gt;Can be returned at store or by mail</td>
</tr>
<tr>
<td>Simons</td>
<td>30 day limit on returns&lt;br&gt;Free returns&lt;br&gt;Can be returned at store or by mail</td>
</tr>
<tr>
<td>Hatley</td>
<td>30 day limit on returns&lt;br&gt;Shipping fees non-refundable, additional return costs apply&lt;br&gt;Can only be returned via mail</td>
</tr>
<tr>
<td>Nygard International</td>
<td>30 day limit on returns&lt;br&gt;Shipping fees non-refundable, return costs met by customer&lt;br&gt;Can be returned at store or by mail</td>
</tr>
</tbody>
</table>

---

89 Canada Post, How to Grow Your Business into Canada, May 2014
Of British retailers surveyed, only Next had a local Canadian returns address situated in Ontario, and all required the customer to pay for the return (somewhat surprisingly, including ASOS).

**Customer service opening hours**

Local customer service expectations are for 7 x 9 or 7 x 12 hour opening times for call-centres or chat. Of our sample, only Lululemon offered 24-hour customer service lines.

Remember that you probably also need to offer French.

Time difference with the UK varies from 3½ hours in the east to 8 hours in the west.

## CUSTOMS & DUTIES

### Trade agreements

Canada is a member of NAFTA, the North American Free Trade Agreement. The Canadian government recently signed a trade agreement with the EU, known as CETA, though there is then a fairly long road to implementation, with full ratification still needed across the EU member states. Obviously, for British readers, it remains unclear at the time of writing how Brexit will impact the UK’s participation in this.

### Minimum threshold

Meanwhile the bad news is that Canada has a very low minimum duty threshold (‘de minimis’): CA$20. Theoretically ‘personal gifts’ have a CA$60 threshold, but it’s unlikely you’ll be able to apply this. Basically, if you’re shipping parcels into Canada, you or the receiving customer are going to be paying duty, although this is currently under review. It is probably a good idea to look to service partners that can provide Delivery Duty Paid (DDP) support. As mentioned above companies such as Landmark Global will help you calculate these costs to be added to the cost of the item(s) being purchased at checkout. This ensures that the order is not delayed on arrival at Canadian customs while the recipient pays the duties and of course avoids the nasty shock of extra charges.

### Duties

The moderately good news, however, is that duties are typically rather reasonable.

Canada appears to take the attitude that the first objective of its duties regime is to recover sales tax that would have been paid if the item had been purchased locally. HST and PST / QST (see sales taxes above) therefore form the basis of payable duties. Most items also incur an additional tariff.

The effect of all this is typically an overall duty rate of somewhere in the 20-35% range for most likely types of goods into most likely Canadian destinations. Since you won’t be charging domestic VAT, typically in the 19-25% range in major EU countries, to Canadian customers, the net effect is that your goods are going to cost a little bit more than they cost back home, plus inevitable higher shipping charges, but not impossibly more. Tariffs only apply to the goods themselves, not the delivery charges, on an free on board (FOB) basis.
Benchmarks

As an illustration, Figure 39 shows the import tariffs for a representative sample of goods, calculated using the Canadian government tables.\(^90\)

Incidentally, only Next and Harrods, of UK retailers benchmarked, appeared to be offering a complete DDP (delivery and duty paid) solution for Canadian customers at the time of writing.

<table>
<thead>
<tr>
<th>Product</th>
<th>Example price</th>
<th>Import tariff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jumper, Pullover &amp; cardigans of silk (less than 70%)</td>
<td>$CA60</td>
<td>$CA10.80 (18%)</td>
</tr>
<tr>
<td>Shoes, Sneakers, Trainers and Athletic shoes with leather</td>
<td>$CA35</td>
<td>$CA6.30 (18%)</td>
</tr>
<tr>
<td>Jewellery, Pearl jewellery (without precious metals) cultured pearls</td>
<td>$CA800</td>
<td>$CA68 (8.5%)</td>
</tr>
<tr>
<td>Jeans, Jeans of blue denim</td>
<td>$CA50</td>
<td>$CA8.50 (17%)</td>
</tr>
<tr>
<td>Suit, Suit of woven synthetic fibres- other</td>
<td>$CA200</td>
<td>$CA36 (18%)</td>
</tr>
<tr>
<td>Dress, Dresses of woven synthetic fibres- ≥30% silk</td>
<td>$CA40</td>
<td>$CA7.20 (18%)</td>
</tr>
</tbody>
</table>

SUMMARY

- Global carriers such as FedEx, UPS and DHL all offer options for shipping to Canada on customer-credible promises.
- Canada Post has a dominant share of the domestic market.
- Access to Canada Post can be achieved via local national parcel carriers e.g. Royal Mail in the UK.
- Direct access solutions, such as those offered by Landmark Global and others offer a more highly managed way of accessing Canada.
- The geography of Canada makes it easier for external retailers to compete credibly on shipping times, but does also make shipping a little more expensive than in some markets.
- Shipping promises will need to vary a lot by destination: Toronto and the freezing north are very different targets.
- Click & collect from store is growing in popularity. However Canada Post has 33,000 collection locations around the country, and integrating this into website checkout is feasible.
- Returns policies are currently locally uninspiring. A local returns address is almost certainly a good idea, but few UK retailers are attempting it.
- Customer services call-centre hours are unchallenging, although of course you’ll need to consider time differences and the need for French.
- There is a free trade agreement progressing through approval stages with the EU, known as CETA. It’s not there yet, so customs duties apply. At the time of writing it is unclear how Brexit will impact the UK’s access to CETA.
- There’s only a CA$20 de minimis, so effectively duties apply to all orders.
- Typically rates of duty are in the 20%-35% spectrum, applied on an FOB basis.
Landmark Global provides customized solutions to enable the international expansion of your business. We have the expertise, infrastructure, and operational capabilities to manage your parcel shipments, mail delivery, order fulfillment, and returns.

Our proprietary e-commerce tools, including landed-cost calculation, currency conversion, and local payment options, work together to enhance your cross-border revenues. Our multi-modal transportation network is carrier-neutral, and our acclaimed web-based technology platform integrates seamlessly with any existing system. At Landmark Global, you will find a complete solution to break down international barriers and grow your business.

You can find more information about Landmark Global’s services at: www.landmarkglobal.com
Factors favouring cross-border e-commerce in Canada

- A simple tax system
- A strong Canadian dollar
- The use of English and French
- A robust economy

Strategically located close to our customers

www.landmarkglobal.com  sales@landmarkglobal.com
ABOUT ECOMMERCE WORLDWIDE

Set up in association with IMRG, eCommerce Worldwide provides online retailers with all the information, and resources, they need to develop cross-border strategies for entering new markets around the world.

Our dedicated Cross-Border Trading Country Guides constitute invaluable A-Z guides for retailers looking to set up and run successful ecommerce channels abroad (and potentially at home, too). All this is backed up by our annual Summit.

eCommerce Worldwide is the one stop shop, to help you trade successfully across borders.

For more information, please visit ecommerceworldwide.com or email info@ecommerceworldwide.com
ABOUT THE AUTHOR

Chris Jones is a leading freelance specialist in multichannel and e-commerce, with extensive senior-level experience as both consultant and hands-on interim.

His clients have included: major wholesalers such as METRO and Travis Perkins; top global companies such as retailers Tesco and Target and logistics provider Kuehne + Nagel; the very famous – CPG Mars, and the fashion brand Dr Martens where he was interim Global eCommerce Director; and also the very niche – a VC-backed start-up in India, a B2B website in Romania, and a consumer electronics retailer in Belarus. He has onsite client engagement experience in 16 countries.


You can find him at:
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Additional Research

David Galij recently graduated with an MA in International Relations from the University of Nottingham, and currently works in a research role at a the NGO Rosie May Foundation. He was responsible for primary research, and also for creating the first draft, for this report. You can reach him at davidgalij@hotmail.com