



PRE-CALL REPORT



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MEMO

DATE: March 9th, 2021

TO: [REDACTED], Sales Manager

FROM: [REDACTED] Raman Kaur
Aulakh - The Sales Team

SUBJECT: Pre-Call Report

The Sales Team is writing to inform you of an opportunity to sell our Barco products to a new fast-food chain - Pizza Pizza. We would like to seek your approval before we begin any reach out to Pizza Pizza. Given our experience working with other fast-food chains such as Domino's, Subway, Panda Express, KFC, Wendy's, Five Guys and McDonald's, we are well-versed in delivering to our clients in this industry. However, there are some major players in the Canadian uniform industry (Aramark, UniFirst and WayToBe), and selling to Pizza Pizza would be a great way for Barco to enter the Canadian Market and contend with our competitors.

The fast-food industry in 2020 made \$27.5 billion in revenue with an annual growth rate of 2.5%. This annual growth rate has been steady for the last 5 years. As for the workwear industry, it is expected to be one of the fastest-growing segments in the next 5 years. In addition, environmental sustainability is a big factor in the workwear industry - luckily at Barco Uniforms, the Barco one scrubs are made of 43% recycled polyester, which is the equivalent of 5-recycled plastic water bottles. Barco Uniforms offers an array of uniform styles that are highly regarded in fit, comfort, longevity and sustainability which would be the ideal selling features for Pizza Pizza.

Lastly, the Sales Team has provided an in-depth Pre-Call report for you to look over. It includes valuable and relevant information about the Macro Environment, Barco and Barco products, competitor information and research about our potential buyer, Pizza Pizza.

Thank you for your time and we look forward to hearing from you.

Kindest regards,
The Sales Team



THE MACRO ENVIRONMENT

Apparel/Industrial Linen Supply/Workwear Industry & Fast-Food/Quick-Service Industry

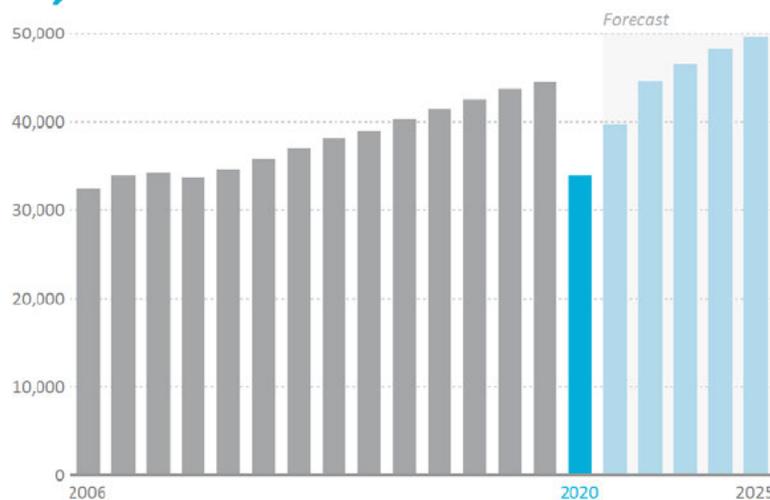
ECONOMIC & BUSINESS

Influences of COVID-19

The **Barco Uniforms Company** belongs to the **apparel industry** in general. The industry has a low and stable growth through the past ten years till 2020. The annual growth rate between 2015-2020 is 3.3% for women's & girls' apparel manufacturing and 4.4% for Men's & Boys' (IBIS, 2020). However, it is suffering a significant decrease in the current value because of the COVID-19 lockdown. According to Euromonitor, the industry is set to rebound to strong growth in 2021 but is not predicted to be able to reach the level of revenue seen before the COVID-19 in a short time (Euromonitor, 2021).

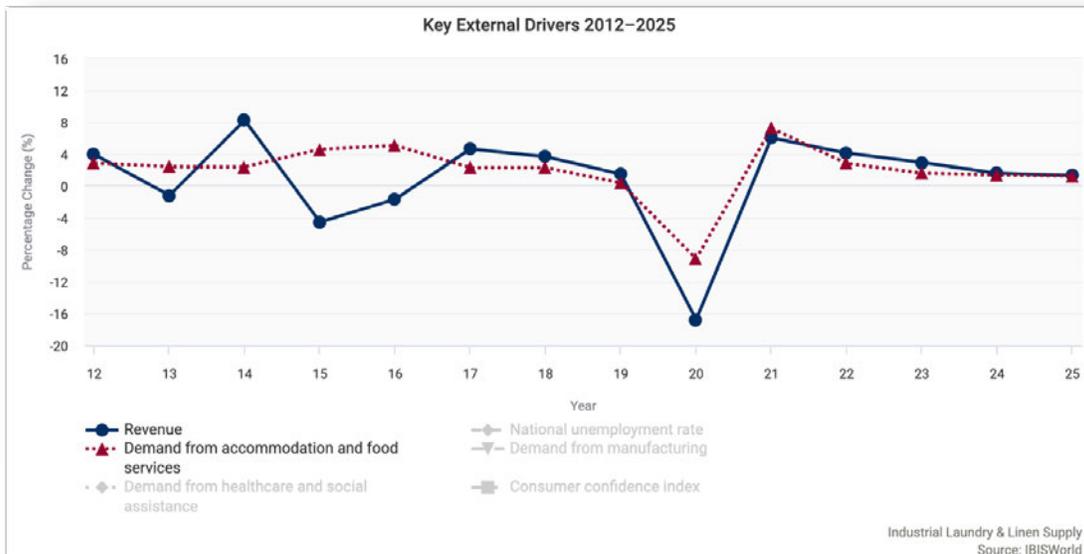
Sales of Apparel and Footwear in Canada
Retail Value RSP - CAD million - Current - 2006-2025

33,748



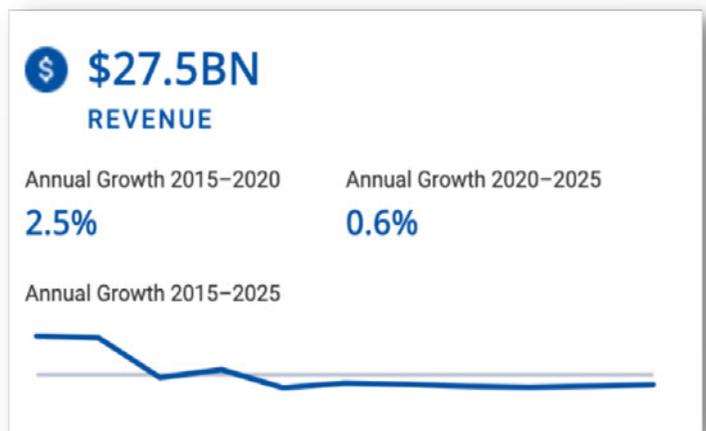
The products that **Barco Uniforms** offers here are food service uniforms, which belong to the **industrial linen supply/workwear industry**.

The revenue of industrial linen supply shows a fluctuating trend between 2012 and 2020, and just like other industries, there is a significant drop (16.8%) in 2020 due to the increasing national unemployment rate (51.6%) stemming from the COVID-19, despite showing favorable trends in the service sector for a majority of the period (IBIS, 2020). It is forecasted to be a growing trend in the next five years. Revenue is expected to grow at an annual rate of 3.2% and reach \$1.2 billion in 2025, due to the rising demand after the economic shock of COVID-19 (IBIS, 2020). The overall global industrial workwear market is expected to reach \$15 billion by 2025 with a compound annual growth rate of 6.5% (Research & Markets, 2020).



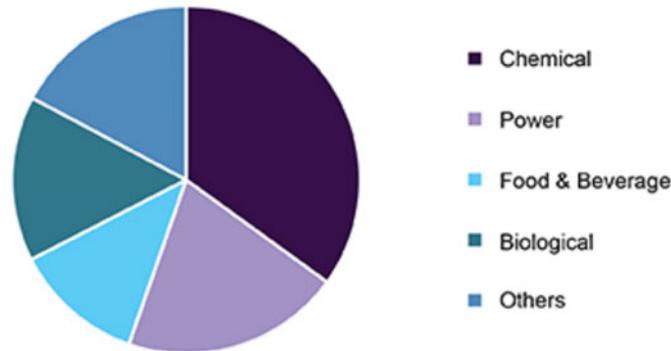
Pizza Pizza belongs to the **fast-food/quick-service restaurant industry**.

The industry revenue is \$27.5 billion in 2020 with an annual growth rate of 2.5% in the past five years. However, the COVID-19 changed the trend of consumers' behavior from looking for convenient fast food to cooking at home. This might lead to a relatively modest increase in the next five years, which is projected to be a 0.6% annual growth rate (IBIS, 2020).



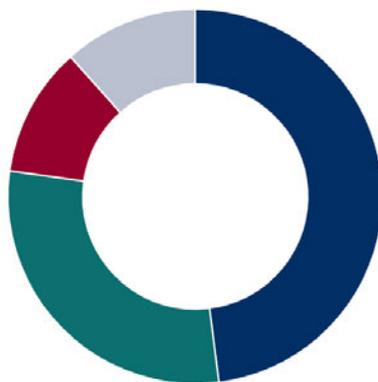
Business Size and Major Players of Workwear Industry

Global workwear market share, by application, 2018 (%)



As the pie chart of 2018 global workwear market size shows, food & beverage occupies the lowest percentage. However, it is expected to be the fastest-growing segment in the next five years according to the Research and Market report (Research & Markets, 2020). Factors such as increasing trends for both fashionable and functional clothing along with the increasing workforce and the growing enterprise are some of the factors anticipated to drive the growth of the workwear and uniform market (IBIS, 2020).

Major Players



● 48.0% Aramark ● 29.2% Cintas ● 11.2% UniFirst
● 11.6% Other

Industrial Laundry & Linen Supply
Source: IBISWorld

The Canadian industry of linen and uniform supply is nearly owned by the top three companies, Aramark, Cintas, and UniFirst, which shows a high market share concentration for an estimated 88.4% of industry revenue in 2020 (IBIS, 2020).

LEGAL/POLITICAL

Regulation of Clothing and Textiles Production

The regulation of clothing and textiles in Canada governs different product attributes and the manner of selling in the market, including fiber content & care labeling, dealer identity, country of origin, etc (Canadian Apparel Federation, 2021).

Policies for Workplace Dress Codes

Uniform is defined as the apparel that is purchased by the company, which purposing at ensuring the safety of employees and provide the brand identity of the organization. It is being the requirement in many restaurants in Canada. Regrading to the costs to buy, clean and maintain, different rules are generated in different provinces.

If the company requires to wear special clothing while on duty, it must provide the clothing and cover the costs of buying, cleaning and repairing. However, Ontario's Employment Standards Act states that "employers may deduct the uniform costs from an employee's wages if the employee agrees to the deduction in writing" (Ontario's Employment Standards, 2019)

On the other hand, if the employer requires employees to using their own clothing to present a standard look, it will not be the employer's responsibility to cover the cost.

Regulation of Restaurant Operation

Local government laws regulate restaurant operation, food safety, and worker protection. Local officials will also regularly inspect restaurants to enforce health, sanitation, safety, fire, and liquor licensing regulations. Noncompliance can result in temporary or permanent closure (ProQuest, 2021).

TECHNOLOGICAL

Production of Uniforms

New technology in the apparel industry enables faster production, less waste and lower carbon emission, which includes stitch-free clothing, 3D printing, digital textile printing and innovations of machines, etc.

New Materials in Workwear Industry

The companies in the workwear industry are innovative and offering advanced fabric technology with lightweight and adaptable fabrics and apparel that can be used for different work environments. For example, the new waterproof and fully wind-resistant material of softshell jackets is made with 100% polyester (Research & Markets, 2020).

System In Fast-Food Industry

In the fast-food industry, digital point-of-sale systems (POS) are widely used, and many of them have adopted mobile and tablet-based POS systems to supplement the traditional touchscreen monitor displays. It can facilitate communication between the front desk and the kitchen by recording orders and send back to the kitchen, coordinating seats, taking reservations, etc (ProQuest, 2021).

The online ordering system, particularly in the pizza industry, is used widely that create convenience in orders and delivery. It is also the trend that generated in all other industries during the COVID-19 pandemic.

SOCIAL & ENVIRONMENTAL

Environmental Sustainability in Workwear Industry

Environmental sustainability is grabbing the attention of the whole society. However, the current industry of workwear and uniform has a huge environmental impact from production (energy usage and toxic chemicals) through to disposal (landfill and incineration).

There are some uniform suppliers that are at the forefront of the green revolution and actively consider renewable energy, reduction of harmful emissions and water usage through their production process. There is also a trend of selection changed in customers, which is choosing brands that actively aiming to lower carbon emissions instead of aiming at a lower cost and unethical production (Kochar, 2019).

Food Waste Reduction

Recent research about Canadian food waste shows that every year around 20% (11 million tonnes) of food becomes waste, and then be landfilled or incinerated. During the process of landfill or incineration, the wasted food will degrade over time and

forms methane which greenhouse gas that is 25 times more powerful than carbon dioxide. Reducing food loss/waste can prevent the generation of methane and in favor of environmental sustainability (Government of Canada, 2019).

CURRENT TRENDS

- Both the workwear and fast-food industry are set to rebound to strong growth in the next five years, particularly the food & beverage segment in the workwear industry is expected to grow at a fast pace with an annual growth rate of more than 6.5% (IBIS, 2020).
- More and more awareness is gathered towards environmental sustainability, which shows a growing trend in both industries. In the workwear industry, new technology and material are innovated in order to reduce waste and pollution. The other industry is working on reducing food loss and waste, which can prevent the generation of methane and ensures that the energy, water, and land resources are not wasted (Government of Canada, 2019).
- The trend of online order and contactless delivery is generated and becomes a significant part of daily life during the COVID-19 pandemic, which demonstrated the importance of digital technology.
- The importance of uniforms as a way of showing professionalism and advertising the brand is rising, and it is expected to remain a key driving force in the industrial linen supply market (Research & Markets, 2020).

KNOWLEDGE OF SELLING COMPANY



COMPANY BACKGROUND AND HISTORY

Barco Uniforms is a retail shipper that sells scrubs, sterile jackets, food outlet uniforms in an assortment of styles. The organization plans and markets proficient outfits. Barco Uniforms has been in the clothing and design industry for more than 90 years currently "serving the individuals who serve others by curating premium quality medical care and expert attire"(Barco Uniforms, 2021).

In 1929, Morris Barker established Barco to give outfits to excellence and private experts. After seven years, Kenneth Donner acknowledged a proposal from his stepfather to run the organization, bringing a sharp business mind and another style of reasonableness to planning garbs. Donner presented a designed way to deal with the organization and utilized innovation and development to improve Barco's items. Donner, known for fanatically sourcing and enhancing textures the organization utilized, was additionally known for zeroing in on the littlest subtleties in making a piece of clothing that would improve a medical attendant's style(PRN News, 2019). As of now, David Murphy is the president CEO of Barco Uniforms, and he has been working with Barco for around 10 years now. He began functioning as the senior VP of deals and following 4 years got elevated to chief VP and in 2017 he turned into the leader of Barco (Linkedin, 2021).

PRODUCTS OFFERED

For over ninety years, Barco has kept up its name as the head of scrubs and uniforms in the clothing business with its unique, creative and inventive methodology. Not at all like slick brands that go to and fro. Barco Uniforms specializes in healthcare uniforms, food service uniforms, healthcare, lab coats, medical uniforms and fashion apparel. Grey's Anatomy is one of Barco's brands that is worn worldwide by medical

care laborers that countless clinical benefits specialists have chosen to wear since the beginning of their livelihoods and they stay resolute. They use high-quality fabric to produce their garments. In 2016, Barco One was planned in light of medical care expert's requirement for a uniform that would keep them cool much under outrageous physical and enthusiastic coercion. It uses progressive temperature-directing texture innovation that adjusts to ecological and internal heat level changes, giving ideal solace. Each article of clothing is produced using five reused plastic containers ideal for veterinarians, pet custodians, creature wranglers, and so on a cutting edge, energetic, athleisure look and fit makes these pieces ideal for a simple change from work to end of the week life. Launched in 2018, Barco One Wellness is the main ever clinical scrub assortment to utilize progressed bio-mineral-imbued texture innovation, which expects to help the body self-control and recuperate. A medical care proficient's everyday errands are regularly truly arduous and tiring, particularly for the individuals who work late and early morning shifts. Thermoregulated texture innovation keeps the body cool and agreeable, in any event when the warmth is on(Barco Uniforms, 2021).

LOCATION AND SIZE



Barco Uniforms is situated at 350 Rosecrans Ave, Gardena CA 90248, United States. This is their central command from where every one of their activities is taken care of. As indicated by their LINKEDIN account, they have around 400+ workers with more than 157 employed through LinkedIn. Its items are sold in more than 50

nations and regions, including 1,200 free retailers in the U.S. and universally and around 33% of the organization are committed to configuration, innovative work, item improvement, promotion, and texture sourcing. The organization has been exclusive and worked since its commencement; Michael Donner right now fills in as the chairmen of the board (LINKEDIN, 2021).

REPUTATION AND IMAGE WITHIN THE INDUSTRY

At the point when social standards made it worthy for attendants to wear pants, Barco was the first to add another degree of straightforwardness and comfort to shopping by making "in and out" pantsuit sets, basically developing the advanced clinical cleans set later, it got one of the main expert clothing organizations to offer tops and bottoms for people - sold independently to oblige a more extensive scope of body sizes.

In 1943, Barco spearheaded the utilization of nylon to make trendy simple consideration dresses for attendants and kept on improving with a progression of design "firsts" that changed the nursing business. During the 1960s, Barco presented a 'twist weaved' texture to its clinical regalia for stretch and solace. It additionally started running ads in ladies' magazines like Mademoiselle and Cosmopolitan so medical attendants would see them and feel in vogue (PRN News, 2019).

Since 2006, Barco has worked in an organization with ABC, holding stock authorizing rights with hit drama series Greys Anatomy. The worldwide fame of the show has helped made Barco's lead assortment the top-rated line of expense clinical cleans in the U.S. throughout the most recent 20 years. The "Grey's Anatomy by Barco" scours assortment has extended to included six sub-brands and keeps on being the favoured decision for knowing clinical workplaces and medical services experts around the planet Barco was the first to acquaint Pant Suits with the Uniform Industry which was included on the first page of the LA Times paper in 1970. Barco also acquainted Disney outfits with the medical services industry for pediatricians in 2001. (Barco Uniforms, 2021).

COMPANY POLICIES PRACTICES AND PROCEDURES

At the point when most organizations are pursuing private value subsidizing or playing with opening up to the world, Barco held ardent to their qualities and remained family claimed. Since the incomparable Kenneth Donner assumed control over the organization from his stepfather in 1936, Barco has been guided by a mission to be a deliberate, imaginative, and significant clothing brand and that will not change.

Consistently providing the newest and most innovative products and customer solutions with unparalleled service, every time. It is their mission to provide leadership and vision, to create high-quality products and to provide exceptional service to customers and the community. They accomplish these goals with a high level of trust, respect, teamwork, and customer connectivity. As indicated by their site they direct severe working environment strategies on security to ensure the labourers and the association, use ID cards for any visitor entering the structure and request to sign in before getting. They additionally have a severe substance misuse strategy that restricts the utilization of medications, liquor and tobacco items during work hours. They additionally direct testing systems for suspected medication and liquor misuse. Their

equivalent chance laws advance reasonable treatment in the working environment and empower acceptable conduct among the representatives, administrators as to race, sex, sexual direction or culture and strict convictions.

According to their website to start an account with Barco Uniforms, Barco asks you to complete sell merchandise and provide credit (opening agreement) agreement through fax or email and then their customer representative contacts the buyer for any queries and to start the paperwork and make payments. Their standard payment terms are NET 30 days on approved credit. All payments due past the deadline are subject to a 1.5% service charge on their balance. Barco accepts funds in USD and CAD via check, wire transfer, website payment and credit card payment. Visa, Master Card, American Express and Discover, subject to a surcharge. All their orders are shipped through UPS unless asked to deliver otherwise. Their customer representatives are available Monday to Friday, 7 am to 4:30 pm Pacific time. They also offer a drop shipment exclusively in the US with a \$3.00 per shipment service charge. You can also register online on their website to shop online or find a store near you that sells their products. By enrolling your record on-line, you have simple access to all of your record requirements. You can check accessible stock, submit orders, pay solicitations, recover request history and delivery data. Their fair strategy is set by the laws set by the US and Canada. They consent and recognize all laws set for sending out or bringing in any things inside the country. Their return is free of their guarantee and administrations approach any profits are just approved recorded as a hard copy, Barco doesn't approve returns on the web or through their client delegate. Returns are just adequate on new, unused products within 30 days of the arrangement date, any pieces of clothing without poly packs or gifts are extra charged per item. Profits on any uniquely crafted request are not satisfactory at Barco except if the product is damaged or flawed(Barco Uniforms, 2021).

Today, roughly 33% of the organization is devoted to planning, investigating, and growing new items, just as marketing and texture sourcing. Article of clothing models are cut and sewn in Los Angeles, and afterward tried by genuine medical services experts who give criticism before going into creation. Barco is the solitary clinical clothing organization in the business to utilize a male planner explicitly for men's attire. The organization's progressive move into a way of life assortments and athleisure pieces is no incident, as it utilizes a few creators who come from the high-road style and athletic apparel enterprises. Barco's present list of creators has recently worked at Adidas, Nike, Quicksilver, Timberland, Manduka, Levi's, PacSun and Hurley(Barco Uniforms, 2021).

KNOWLEDGE OF PRODUCT/SERVICE

PRODUCT FEATURES

Skechers by Barco

These scrubs offer authentic style, maximum value, high-quality fit and easy-to-care-for sustainable fabric, which are ideal for Healthcare groups. In addition, the Skechers scrubs offer a 4-way stretch, easy soil release and moisture wicking to enhance longevity and performance (Barco Uniforms, 2021).

Pro-Tek Protective Finish

Pro-Tek is a zinc ion protective finish, which slows down the growth of bacteria on scrubs. The zinc-based ions act as an extra level of defense on the Barco One Wellness scrubs. The protective finish reduces odor, which can cause mold, mildew and algae to grow. As a result of the Pro-Tek finish, this allows scrubs to stay fresh longer for healthcare professionals who tend to work long hours (Barco Uniforms, 2021).

Sustainable Scrubs

The Barco One scrubs are a blend of polyester (50%), Spandex (7%) and Recycled Polyester (43%) which is the equivalent to 5-recycled water bottles per garment. This has accumulated to 7.5 million bottles recycled. As for the Skechers garment, it is made from 7-recycled plastic bottles, resulting in 9.3 million bottles recycled. Together these two garments by Barco have resulted in 16.8 million plastic bottles recycled and from polluting the environment with this initiative (Barco Uniforms, 2021).



Quick-Shed Technology

The Barco scrubs are perfect for Veterinarians, pet groomers, etc., due to their Quick-Shed technology fabric. The Quick-Shed fabric has anti-static properties, which release animal hair quickly and with ease from the scrubs. This increases the longevity of the scrubs for animal healthcare workers (Barco Uniforms, 2021).



PRODUCT SUPPORT

When ordering a Barco product, they have designed their web-platform to be user-friendly and efficient for customers so that their checkout process goes with ease. Upon ordering from Barco, they offer a unique array of services for customers. They have a 24/7 Call Center for customers to resort to for service at any time of the day and week.



Barco Uniforms also have a Live Chat service for customer inquiries or issues. In regards to their return policy, Barco offers a generous return policy of 30-days for products that have been damaged or are defective.

Barco's return process also offers steps to expedite the process by faxing the items' style numbers, size(s) and quantities to their customer service center. Lastly, Barco Uniforms offers up-to-date reporting about their products that customers can resort to at their convenience (Barco Uniforms, 2021).

EVIDENCE OF QUALITY

Barco Uniforms are highly regarded and loved by healthcare professionals ranging from nurses to animal workers. Barco Uniforms offers specific scrubs for workers in the healthcare field. The only place where reviews and ratings can be found about Barco Uniforms is on Amazon. However, the seller on Amazon is Barco and not a third-party seller which ensures that these reviews are authentic and about the appropriate products.

Testimonial #1

These reviews are for the Barco One Women's Spirt Medical Scrub. Currently, on Amazon, Barco Uniforms holds a 4.6/5 star rating over 739 global reviews.

Some common keywords include comfortable, perfect fit, lightweight and flattering.

Common complaints: waist size runs small, the fabric is see-thru, pant-length is too long.

Customers who were ultimately satisfied with this brand mentioned that the scrubs are lightweight, breathable, stretch when squatting or bending over. Only one customer appreciated that the scrubs were made out of recycled polyester. One customer mentioned that the sizes run long but they have also encountered this problem with other scrub brands (Amazon: Barco Uniforms, 2021).



The top positive review rated these scrubs 5 out of 5 stars. The customer appreciated the fit but did mention that other customers may have to go a size down since this product runs a size bigger. Nonetheless, this customer still loved the feel of the fabric and the fit.

The top critical review gave the scrubs 3 stars out of 5 on Amazon due to a colour dye issue, which resulted in a pair of black bottom scrubs rubbing off onto a customer pair of white leather nursing shoes. However, the customer also purchased a pair of royal blue bottom scrubs and did not experience this colour dye issue (Amazon: Barco Uniforms, 2021).

Testimonial #2

In addition, other Barco products on Amazon are reviewed well. This product in particular is the Barco Women's Junior Fit Scrub Top. It currently has a 4.1/5 star review over 78 global ratings.

Common keywords for this product include, flattering, favourite scrub top, fits well, comfortable, washes well. Common complaints: product runs small, clings to the waist, the fabric is too thin.

The top positive review gave the scrubs top 5 out of 5 stars. In this review, the customer started with that they will continue to buy Barco Scrubs. The customer emphasized the longevity of the fabric and how even after 7 years, their set still looks great. The customer also mentioned that the fit of the scrub top fits great and washes well too.

The top critical review gave the same product 2 out of 5 stars due to the item running small. The customer bought a 3x and still found the scrub top to be too small and is confused why there is not a standard sizing for scrubs (Amazon: Barco Uniforms, 2021).



COMPETITIVE KNOWLEDGE

The major players in the Canadian linen and uniform industry are all American companies. The top three competitors included in this report are Aramark, UniFirst, and WayToBe. The first two competitors both have a broader business spectrum of uniform and facility services. The last one shares similar products and services provided as Barco, which is uniform and customized merchandise.



“Our 270,000 team members deliver experiences that enrich and nourish millions of lives every day through innovative services in food, facilities management and uniforms.” (Aramark, 2018)

The establishment of Aramark can be dated back to 1936 when Davre Davidson started selling peanuts out of his trunk in California that soon grew into a food vending company. In 1959, the Davidson brothers merged their company with William Fishman and created Automatic Retailers of America, a.k.a. the ARA. The company had been providing food services and uniforms in North America, Europe, and Asia under the company name of ARA until 1994, which the company decided to rebrand as Aramark to reflect the change in their business relationship (Aramark, 2021). Compared to Barco's long history of making career apparel that can be traced back to 1929, Aramark doesn't appear to be a strong competitor in the uniform-making field.

Aramark is a Philadelphia-based company that has critical influences in food, hospitality and facility service and uniform and career apparel. However, their apparel segment only makes up an estimated 16% of its revenue (IBISWorld, 2020). In the meantime, Barco has always been dedicated to uniform and career apparel that customized career apparel is the only dish on the menu. The dedication ensures quality and innovation.

Additionally, Aramark is a global company with almost 300,000 employees all over the world (IBISWorld, 2020). It requires longer responding time from division to division, department to department for any procedure when processing any order while Barco has a core team of about 400 people based in LA that focusing only on uniform making and its distribution. It guarantees the consumer experience when dealing with B2B orders.

UniFirst was started as a dry cleaning shop, the National Overall Dry Cleaning Company, in Boston, MA. The founder, Aldo Croatti, took over the company in 1940 after his father-in-law passed away. Croatti broadened the company's business segments with uniform rental services in the late 1940s. After expanding its business in major American cities, the company has formally rebranded as UniFirst Corporation in 1984 but remained as a family business which Aldo Croatti's son, Ron Croatti took the lead at UniFirst (UniFirst, 2019).

UniFirst first took off during the Cold War when nuclear power was the major topic in North American society. Aldo Croatti held on to the opportunity of providing and promoting nuclear garment cleaning business to the government and Nuclear Decontamination Plants. They have built solid business relationships with facilities and institutes that require nuclear garment cleaning services ever since (UniFirst, 2019). Although UniFirst has a long company history, most of their business was about dry cleaning and uniform rental. To be more specific, they have a huge business in protective garment cleaning and rental. They are not specialized in regular workplace uniform customization and design. Barco, on the other hand, has been and has always been in the career apparel industry designing uniforms for health services and food services. It is Barco's strength to provide uniforms, especially for fast food chains.

UniFirst doesn't have an online shop in Canada. It has digital catalogs for uniform rental, facility services, and workwear direct catalog. For those who intend to buy uniforms from UniFirst, they will need to either mail the order with the form from the catalog, or they can call UniFirst Canada for further solutions (UniFirst, 2021). In comparison, Barco has an official store on Amazon.ca that allows customers in Canada to buy uniforms directly from the online store with express shipping. It is an essential advantage for Canadian B2C retail businesses.



“Our continuous customer focus enables us to grow, to provide an equitable return on investment, and to create ongoing career opportunities for our employees.” (UniFirst, 2019)



“We consider ourselves a solutions agency. Whether that solution means a piece of custom apparel, a stylish and durable uniform, or simply the best choice in basic logo merchandise, we have the ‘how’ down pat.” (WayToBe, 2021)

WayToBe was founded in 1991 in San Francisco by Wayne Beasley and Alan McIntosh in their garage. They have grown the business into a full-service agency from designing customized uniforms to fulfilling all spectrum of customized merchandise in the last 20 years. Currently, the business is located at 30987 San Clemente St., Hayward, CA. They have a warehouse of 27,000 square feet for storage (WayToBe, 2021). Compared to Barco's strong foundation of 80 years' uniform designing, WayToBe is quite new to the career apparel industry with only 30 years of establishment. Barco has way more experience and expertise in workwear than WayToBe. Additionally, even though Barco and WayToBe are uniform industry rivals that both reside on the west coast, Barco tends to have a better location for business. Unlike WayToBe chose to set their headquarter in Hayward, a satellite city of San Francisco but far away from both San Francisco International Airport and Oakland International

Airport, Barco's location is just minutes away from LA International Airport. This advantage has further reduced the cost of possible logistics, which could eventually benefit the buyers by being reflected in the retail prices.

According to WayToBe's official online shop, their product diversity is much heavier on the merchandise side. There are 26 categories of products. Only one category is Apparel, all the others are stationaries, accessories, hardware, and personal care items. On the Best Sellers list, the Top 25 best-selling items don't include any outfit or uniform (WayToBe, 2021). Even if WayToBe has a variety of uniforms offerings, they have a bigger market in company merchandise and souvenirs while Barco focusing on uniform technology and innovation to provide a better uniform solution to businesses who are looking for customized and suitable work outfits.

COMPETITIVE POSITIONING

There are other competitors in the Canadian market that has a larger share than Barco. However, most of these competitors are more focused on uniforms and work apparel for specific occupations. For example, Cintas is the second-largest market sharer in the Canadian laundry and linen supply industry, but they depend heavily on flame-resistant clothing and garment (IBISWorld, 2020). Because UniFirst was discussed in the competitor brief, a similar situation won't be repeated in this report.

The above competitor knowledge gives a comprehensive look at the major players in the Canadian linen and career apparel industry. The following is what makes Barco stand out in the intense competition.



No. 01 – Dedication

Most of the big players started their business in other fields instead of uniform design, or they started in the uniform rental then picked up the business volume in other segments. Barco has always been making work outfits since the late 1920s. Almost 100 years of dedication to career apparel designing shows how Barco is devoted to the linen and career apparel industry. The result of Barco still thriving in this industry proves how good they are at uniform making.



No. 02 – Expertise

Those competitors who sell normal T-shirts with company logos printed on them are just traders between fabric manufacturers and uniform buyers. On the contrary, Barco is the uniform expert that has various solutions for different industries that have distinctive needs for what they wear at work. Over 90 years of expertise in work apparel creating makes Barco one of the top choices for uniforms.



No. 03 – Customer Experience

Not only that Barco has a convenient online store on Amazon with prime shipping advantages that improves customer experience when shopping with them, but Barco also is advantaged to be located minutes away from one of the North American busiest airports and harbors. It allows Barco the maximize their customer experience when it comes to delivery time and logistics.

CONSUMER KNOWLEDGE

HISTORY AND SIZE OF COMPANY

Michael Overs founded Pizza Pizza and opened the first location on New Year's Eve in 1967 at Parliament and Wellesley streets in Toronto. Due to the location and his hard work, the business ran successfully and start to expand. Overs believed great service, an exceptional product, and the value of getting it to people fast are the core values for Pizza Pizza. In 2007, Pizza Pizza decided to buy delivery-based Pizza 73 for \$70 million in Alberta (Admin, 2019). Current President and CEO Paul Goddard take the position from Overs in 2010. Nowadays Pizza Pizza expands more than 750 restaurants from coast to coast and continues to grow in British Columbia and Quebec. Pizza Pizza is privately held with over 2,000 employees and becomes the leader in the foodservice industry (Pizza Pizza, 2020).

IMAGE IN THE INDUSTRY

The Better Business Bureau (BBB) provides Business Profiles and Rates the company on wide criteria. BBB uses information directly from businesses and from public data sources. They assign ratings from A+ (highest) to F (lowest). Although all the Pizza Pizza franchisees have an average grad around B to A+. The headquarters office of Pizza Pizza is located at 500 Kipling Avenue, Etobicoke, ON. This location itself has a rating of 1.47 out of 5 on customer reviews and a grade of B on BBB. However, all the Pizza Pizza stores are not BBB accredited, including the headquarter location (Better Business Bureau, 2021).



Pizza Pizza's headquarter in Etobicoke, ON.

The Owler provides accurate, up-to-date business information and gives the company competitive insights. In Owler, Pizza Pizza's overview proves they are the top 1 among top competitors (Owler, 2021).

Customers of Pizza Pizza seemed to be unhappy and not satisfied with the quality of service and the food they were receiving from Pizza Pizza as they rated it a 1.7 out of 5 on Trustpilot (Trustpilot, 2021).



All reviews are from
BBB.ORG/TRUSTPILOT.CA/OWLER.COM

Positive Review

PIZZAPIZZA TOP COMPETITORS OR ALTERNATIVES

RANK	COMPANY	CEO	CEO RATING	EMPLOYEES	FUNDING	REVENUE
		 Paul Goddard President & CEO	67/100	2,013	\$0	\$215.3M
1		 Roger Francis Co-Founder	71/100	46	--	\$2M View Profile
2		 Bernard Imbeault Co-Founder	70/100	228	--	\$8M View Profile
3		 Sam Primucci CEO	71/100	403	--	\$10M View Profile



Nov. 1, 2020

The pizza I ordered at pizza pizza...

The pizza I ordered at pizza pizza Markham and Lawrence today was really delicious as it was cheesy with full of pineapples, roasted red papers, and fresh mushrooms which made my pizza very special. besides that an employee behave very kindly and I really adore that person who made my today's lunch very much special. I am heartily thankful to you for your incredible service.

Negative Review

Apr. 22, 2020

Pizza pizza 123 pioneer and other...

Pizza pizza 123 pioneer and other locations nearby as well, I don't want to give one star. Worst customer service, longer wait and then after waiting for 1hour 15 min but you got cold pizza bad shape orders something else got totally different. Highly disappointed. And when we call to customer service they don't pick up the calls. 🙄🙄🙄

Feb. 6, 2020

The delivery driver was EXTREMELY rude...

The delivery driver was EXTREMELY rude and led me on a 20 minute goose chase to get my food. I was polite as I simply wanted to swiftly obtain my meal and eat; however, the driver became aggravated and proceeded to speak with a total lack of respect. I will never be ordering food from this restaurant again as I felt as though he was angry with me. He provided me with pickup instructions that were totally incorrect, and the food was cold and sub par.

Business Profile
Pizza Pizza Limited
Pizza
Multi Location Business. Find locations

Contact Information
500 Kipling Ave
Etobicoke, ON M8Z 5E5
https://pizza.ca
Email this Business
(416) 967-1010

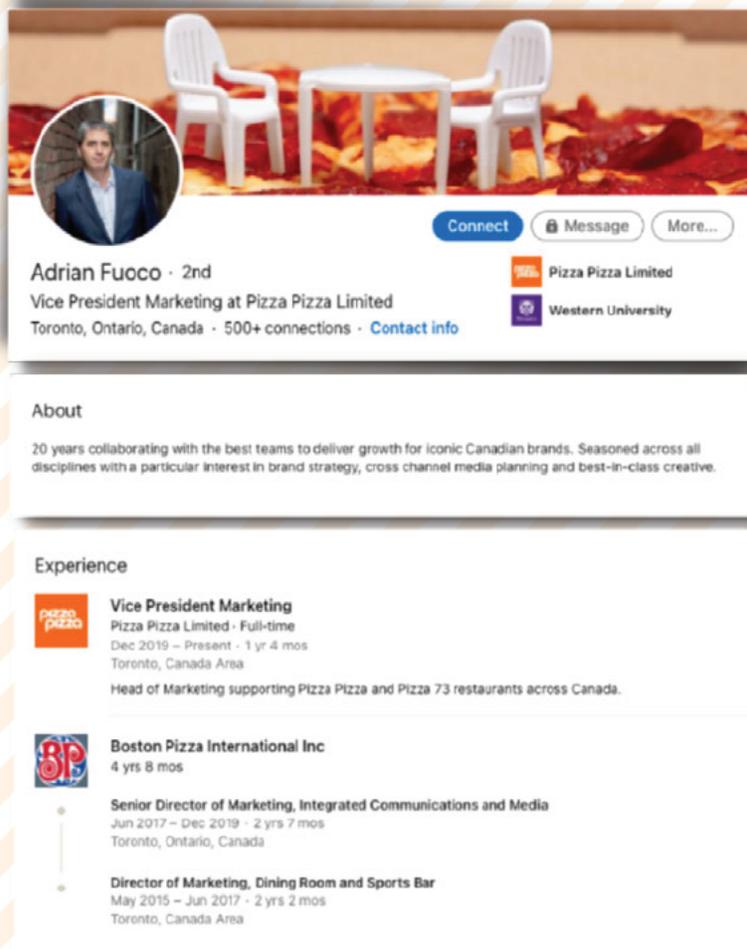
Customer Reviews
★ ★ ★ ★ ★ 1.43/5
Average of 7 Customer Reviews
[Read reviews](#) [Start a Review](#)

Customer Complaints
17 complaints closed in last 3 years
9 complaints closed in last 12 months
[Read complaints](#) [File a Complaint](#)

BBB Rating & Accreditation
B
THIS BUSINESS IS NOT BBB ACCREDITED
Customer Reviews are not used in the calculation of BBB Rating
Reasons for BBB Rating

Since Pizza Pizza doesn't really have a uniform, the purchasing decision of Pizza Pizza is purely based on the benefits the uniform can bring to the company in the future, short-term and long-term.

The purchasing decision will be made by **Adrian Fuoco**, the **Vice President of Marketing** at Pizza Pizza Limited.



Purchasing uniform for Pizza Pizza is a marketing strategy and will deliver good growth to Pizza Pizza on both brand awareness and the financial side. Some of Fuoco's duties at Pizza Pizza are to determine brand strategy, cross channel media planning, and best-in-class creativity.

According to Fuoco's previous work experience with Boston Pizza, he would be able to understand the importance of having a brand-designed uniform and the incredible value it can bring to the brand because Boston Pizza has its own uniform for the employees. The benefits uniforms bring to Boston Pizza are remarkable. Fuoco as the Director of Marketing at Boston Pizza would have much comprehensive insight to build a solid brand image for Pizza Pizza.

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