



## General Information

**1. Which of the following markets is the dominant one for this establishment?**

*Please check one only.*

- <sup>1</sup>  Atlantic region (Newfoundland and Labrador, Prince Edward Island, Nova Scotia, New Brunswick)
- <sup>2</sup>  Central (Quebec, Ontario)
- <sup>3</sup>  Western (Manitoba, Saskatchewan, Alberta, British Columbia)
- <sup>4</sup>  National Canadian market
- <sup>5</sup>  U.S. market
- <sup>6</sup>  Mexican market
- <sup>7</sup>  Other foreign market

**2. How many employees (including permanent, seasonal and casual but excluding contract employees) did this establishment employ during its last fiscal year ending in 2003?**

*(Please report your highest level for 2003.)*

*Please check one only.*

- <sup>1</sup>  Less than 20
- <sup>2</sup>  20-49
- <sup>3</sup>  50-199
- <sup>4</sup>  200-499
- <sup>5</sup>  500-999
- <sup>6</sup>  1000 or more

**3. What were your establishment's annual total sales from food/feed production for the fiscal year ending in 2003?**

*Please check one only.*

- <sup>1</sup>  \$0 to \$999,999
- <sup>2</sup>  \$1,000,000 to \$4,999,999
- <sup>3</sup>  \$5,000,000 to \$9,999,999
- <sup>4</sup>  \$10,000,000 to \$14,999,999
- <sup>5</sup>  \$15,000,000 to \$19,999,999
- <sup>6</sup>  \$20,000,000 to \$24,999,999
- <sup>7</sup>  \$25,000,000 +

**4. What is the principal food/feed manufacturing activity of your establishment based on proportion of annual total food sales?**

*Please check one only.*

- <sup>1</sup>  Primary processing of **raw agricultural products** (e.g., flour milling, feed milling, animal slaughter, oilseed processing)
- <sup>2</sup>  Supplying **semi-prepared food products for use in further processing** (e.g. flour mixes, fruit desert fillings, dairy based ingredients)
- <sup>3</sup>  Manufacturing **food products ready for human or animal consumption** (e.g. breakfast cereal, frozen dinners, canned foods, sausages, salad dressing, pet food)
- <sup>4</sup>  Other, *please specify*

**General Information - Concluded**

**5. Please indicate the percent distribution of your establishment's total food sales to the following markets for the fiscal year ending in 2003?**

*Please complete for all applicable countries and regions.*

- a. Canada  %
- b. U.S.  %
- c. Mexico  %
- d. Europe  %
- e. Asia  %
- f. Other countries  %
- Total**  **100%** [Total of (a) to (f) should equal **100%**]

**6. Please indicate the majority ownership of your company.**

*Please check one only.*

- <sup>1</sup>  Canadian
- <sup>2</sup>  U.S.
- <sup>3</sup>  Mexican
- <sup>4</sup>  European
- <sup>5</sup>  Asian
- <sup>6</sup>  Other foreign
- <sup>7</sup>  Don't know

**7. What is the ownership structure of your company?**

*Please check one only.*

- <sup>1</sup>  Private corporation
- <sup>2</sup>  Public corporation
- <sup>3</sup>  Sole proprietorship
- <sup>4</sup>  Unincorporated partnership
- <sup>5</sup>  Other, please specify

## Competitive Environment

8. Please rate how each of the following factors constrained your establishment's ability to compete over the last three fiscal years ending in 2003.

Factor	Impact			
	Not Applicable to this Company	Minor	Moderate	Major
a. Lack of access / availability of competitively priced raw agricultural products for processing	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>
b. Mergers and acquisitions by competitor firms	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>
c. Consolidation of equipment suppliers and/or packaging suppliers	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>
d. Consolidation of food retailers and/or wholesalers	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>
e. Restricted access to distribution channels because of listing fees, exclusivity, etc..	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>
f. More stringent buyer requirements /standards for food safety and quality	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>
g. More stringent buyer requirements / practices concerning the environment	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>
h. Outdated/inflexible food safety regulations (CFIA, USDA etc.)	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>
i. Lack of food safety regulations/national standards	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>
j. Increased value of the Canadian dollar against the U.S. dollar	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>

9. Please rate the intensity of competition in your industry in the following areas:

Factor	Intensity of Competition			
	Not Applicable to this Company	Low	Medium	High
a. Product price	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>
b. Product quality	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>
c. Flexibility in responding to customers needs	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>
d. Customer service	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>
e. Customization of products	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>
f. Offering a wide range of related products	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>
g. Frequently introducing new/improved products	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>

## Competitive Environment - Concluded

**10. On what basis does your establishment primarily compete?**

*(Please answer with respect to your principal product lines.)*

*Please check one only.*

- 1  Product price
- 2  Product quality
- 3  Flexibility in responding to customer needs
- 4  Customer service
- 5  Customization of consumer products
- 6  Offering a wide range of related products
- 7  Frequently introducing new/improved products

**11. From what source do your establishment's principal products currently face the most competition on the domestic market?**

*Please check one only.*

- 1  Other Canadian produced products
- 2  U.S. imports
- 3  Mexican imports
- 4  Other foreign imports

**12. How do the prices for your principal food/feed products compare to those offered by your main competitors? Relative to the prices of our main competitors, generally our prices are:**

*Please check one only.*

- 1  Lower by more than 10%
- 2  Lower by less than 10%
- 3  About the same
- 4  Higher by less than 10%
- 5  Higher by more than 10%
- 6  Don't know

## Research and Development

**Research** is original investigation undertaken on a systematic basis, by means of experiment and/or analysis, to gain knowledge. **Development** is the application of research findings or other scientific knowledge for the creation of new products and processes. Research and Development (R&D) **includes** prototyping and scale-up, but **excludes** the final commercial production of the new product or the commercial use of the new process.

**13. Did your establishment conduct/commission any research and development (R&D) during the last three fiscal years ending in 2003?** *(Please note: R&D also excludes: market research and sales promotion; quality control involving routine analysis and testing of products; research in the social sciences; and routine data collection.)*

- 1  Yes
- 2  No → Please go to question 15

**14. Which of the following R&D activities were carried out at your establishment over the last three fiscal years ending in 2003?**

- a. Laboratory based R&D investigation → 1  Yes 2  No
- b. Prototyping and scale-up → 1  Yes 2  No

For the purpose of this survey, **Product innovations** are both goods and services introduced by your firm whose fundamental characteristics or intended uses are **new or differ significantly** from other products or services produced by your industry in **North America**. Product innovations may be introduced by developing brand new products, by **significantly** modifying existing products or by purchasing the right to produce/copying products that are not currently available for sale in North America, but can be found elsewhere in the world.

**15. Did your establishment introduce to the market any product innovations during the last three fiscal years ending in 2003?** (Please note: changes to your establishment's existing products which only involve minor modifications and/or product differentiation should **not** be included, i.e., introduction of a common flavour (e.g., chocolate), or ingredients (e.g., nuts, raisins,), or aesthetic packaging changes (e.g., size or shape) do not qualify as product innovation.)

- 1  Yes
- 2  No → Please go to question 22

**16. How many product innovations did your establishment introduce during the last three fiscal years ending in 2003?**

*Please check one only.*

- 1  1-2
- 2  3-5
- 3  6-10
- 4  11-20
- 5  more than 20

**17. Please indicate the method most often used by your establishment to develop product innovations.**

*Please check one only.*

- 1  Purchasing the right to produce and sell the products in North America
- 2  Copying products available elsewhere, but not in North America
- 3  Significantly adapting, improving or modifying existing products
- 4  Developing completely brand new products
- 5  Other, please specify

**18. On average, over the last three fiscal years ending in 2003, what percent of your establishment's annual total sales from food production came from product innovations that were introduced during this time period?**

*Please check one only.*

- 1  Less than 5%
- 2  5-9%
- 3  10-19%
- 4  20-49%
- 5  More than 50%
- 6  Don't know

**19. In general, are the margins on your recent innovative products higher than those earned on your establishment's traditional products?**

- 1  Yes
- 2  No

## Creative Innovation - Continued

The following two questions should be answered in reference only to your most recently introduced product innovation.

### 20. How was your most recently introduced product innovation developed?

Please check all that apply.

- 1  Laboratory based R&D investigation in this establishment
- 2  Laboratory based R&D investigation conducted by your parent company outside this establishment
- 3  Laboratory based R&D investigation contracted out to other firms
- 4  Using prototyping, scale-up and similar engineering services provided by this establishment
- 5  Collaborating with other firms/establishments up and down the agri-food supply chain
- 6  Collaborating with packaging and equipment suppliers
- 7  Licensing / copying products offered outside North America
- 8  Other, please specify

### 21. What was the main objective of your establishment's most recently introduced product innovation in the following three areas?

Please check one only.

#### Product Expansion

- 1  Replace product(s) being phased out
- 2  Add new product to your existing lines of products
- 3  Create superior product differentiation and branding
- 4  Not applicable

Please check one only.

#### Market Expansion

- 1  Open up new domestic markets
- 2  Open up new foreign markets
- 3  Increase market share
- 4  Not applicable

Please check one only.

#### Product Characteristics

- 1  Improve food safety aspects
- 2  Reduce negative environmental impacts (e.g., choice of packaging)
- 3  Meet buyer's standards/requirements
- 4  Not applicable

For the purpose of this survey, **Process innovations** include production techniques, production processes, systems monitoring, and biotechnology processes introduced by your firm that are **new to your industry in North America**. Process innovations may be introduced by developing brand new equipment, techniques and processes, by **significantly** modifying existing equipment, techniques and processes or by purchasing the right to use/copying equipment, techniques and processes that are not currently used in your industry **in North America**.

### 22. Did your establishment introduce any process innovations during the last three fiscal years ending in 2003?

(Please note: purchases of equipment readily available in the market or that are already being used by other firms in your industry in North America and minor modifications to existing equipment and processes that do not significantly enhance performance should **not** be included.)

- 1  Yes
- 2  No → Please go to question 27

## Creative Innovation - Continued

### 23. How many process innovations did your establishment introduce during the last three fiscal years ending in 2003?

Please check one only.

- 1  1
- 2  2-3
- 3  4-5
- 4  5+

### 24. Please indicate the method most often used by your establishment to develop process innovations.

Please check one only.

- 1  Purchasing the right and being the first to use the equipment / technologies / systems in North America
- 2  Copying equipment / technologies / processes used elsewhere, but not in North America
- 3  Significantly adapting, improving or modifying existing equipment / technologies / systems
- 4  Developing completely brand new equipment / technologies / systems
- 5  Other, please specify

The following two questions should be answered in reference only to your most recently introduced process innovation.

### 25. How was your most recently introduced process innovation developed?

Please check all that apply.

- 1  Undertaking laboratory based R&D investigation in this establishment
- 2  Using laboratory based R&D investigation conducted by your parent company outside this establishment
- 3  Using laboratory based R&D investigation contracted out to other firms
- 4  Using prototyping, scale-up and similar engineering services provided by this establishment
- 5  Collaborating with other firms/establishments up and down the agri-food supply chain
- 6  Collaborating with packaging and equipment suppliers
- 7  Licensing / copying equipment / technologies / systems used by your industry outside North America
- 8  Licensing / copying equipment / technologies / systems used by other industries but not in your own industry
- 9  Other, please specify



## Creative Innovation - Concluded

26. Please rate the impact of your establishment's **most recently** introduced process innovation on each of the following areas.

Process Innovation	Impact				
	Not Applicable	Applicable but No Impact	Minor	Moderate	Major
a. Improving production flexibility	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
b. Improving productivity/reducing cost of production	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
c. Creating ability to produce a new product	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
d. Improving ability to comply with buyer's requirements/standards	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
e. Improving product safety / quality / consistency	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
f. Improving ability to comply with environmental standards / regulations	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>

27. What percentage of your establishment's annual total gross expenditures on food manufacturing was spent on creative innovation activities, on average, over the last three fiscal years ending in 2003? (This includes expenses for laboratory based research and development, prototyping, pilot scale-up, and training activities that are linked to the new products and processes.)

Please check one only.

- 1  None
- 2  Less than 1%
- 3  1-5%
- 4  6-10%
- 5  More than 10%

## Company Information



### Important: Please Read Carefully!

The following questions are designed to obtain information at the highest reporting level for this business. If this establishment is owned by a parent company, please answer the REMAINDER of the questionnaire (to the best of your ability) on behalf of your immediate parent. (Note: it is not necessary to forward the questionnaire to head office for completion. If you do not know the answer to a question, please check 'Don't know').

If this establishment represents the whole company, (i.e., does not have a parent company or other head office) please continue answering the question behalf of your establishment, as you completed the first part of the questionnaire.

## Company's Research and Development (R&D)

28. Including this particular establishment, please indicate all the countries/regions in which your company has production units and/or laboratory based R&D units.

Please check all that apply in both columns.

	Production Units	Laboratory Based R&D Units
a. Canada	1 <input type="radio"/>	2 <input type="radio"/>
b. U.S.	1 <input type="radio"/>	2 <input type="radio"/>
c. Mexico	1 <input type="radio"/>	2 <input type="radio"/>
d. Europe	1 <input type="radio"/>	2 <input type="radio"/>
e. Asia	1 <input type="radio"/>	2 <input type="radio"/>
f. Other	1 <input type="radio"/>	2 <input type="radio"/>
g. Don't know	1 <input type="radio"/>	2 <input type="radio"/>

## Company's Research and Development (R&D) - Concluded

### 29. How regularly does your company carry out laboratory based R&D activities?

Please check one only.

- 1  Never → Please go to question 31
- 2  On a continuous basis
- 3  Occasionally
- 4  Don't know

### 30. Please indicate both the number and percentage of employees in your company that were engaged in laboratory based R&D activities during the last fiscal year ending in 2003?

Please check one only in each column.

#### A. Number

- 1  None
- 2  Less than 20
- 3  20-49
- 4  50-199
- 5  200 or more
- 6  Don't know

#### B. Percentage

- 1  0%
- 2  Less than 3%
- 3  3-10%
- 4  11-20%
- 5  21% or more
- 6  Don't know

### 31. Is your whole company comprised of this one establishment?

(Check 'YES' if you have no parent company and if apart from this particular establishment, there are no other establishments/divisions in the company.)

- 1  Yes → Please go to question 33
- 2  No

### 32. Does this particular establishment have the authority to make decisions to invest/introduce a product or process innovation as opposed to obtaining approval from head office (i.e., your parent company)?

Please check one only for each category.

- a. Product innovation    1  Yes    2  No
- b. Process innovation    1  Yes    2  No

## Support Activities for Creative Innovation

33. Please indicate the different groups your company has worked with over the last three fiscal years ending in 2003 to develop product and/or process innovations, including innovations not yet introduced on the market.

Please check all that apply.

	Product Innovations	Process Innovations
a. Raw agricultural product suppliers/organizations	1 <input type="radio"/>	2 <input type="radio"/>
b. Food ingredient suppliers	1 <input type="radio"/>	2 <input type="radio"/>
c. Equipment suppliers	1 <input type="radio"/>	2 <input type="radio"/>
d. Packaging suppliers	1 <input type="radio"/>	2 <input type="radio"/>
e. Food retailers/wholesalers	1 <input type="radio"/>	2 <input type="radio"/>
f. Foodservice operators	1 <input type="radio"/>	2 <input type="radio"/>
g. Competitors	1 <input type="radio"/>	2 <input type="radio"/>
h. Consultants	1 <input type="radio"/>	2 <input type="radio"/>
i. Commercial laboratories / R&D enterprises	1 <input type="radio"/>	2 <input type="radio"/>
j. Universities and Colleges	1 <input type="radio"/>	2 <input type="radio"/>
k. Federal/Provincial government research facilities	1 <input type="radio"/>	2 <input type="radio"/>
l. Private research institutions	1 <input type="radio"/>	2 <input type="radio"/>
m. None of the above	1 <input type="radio"/>	2 <input type="radio"/>
n. <b>Not Applicable - Did not develop product or process innovations</b> <sup>3</sup> <input type="radio"/> → Please go to question 43		

If this company did NOT introduce either product or process innovation(s) in the past 3 fiscal years (i.e., answered 'No' to both questions 15 and 22, please go to question 43, otherwise please continue to question 34.

34. Has your company used any of the following methods to protect its product/process innovations that were introduced over the last three fiscal years ending in 2003?

Please check all that apply.

- 1  Registration of industrial design
- 2  Trademark
- 3  Patent
- 4  Confidentiality agreement/trade secret
- 5  Copyright
- 6  Lead-time advantage on competitors (i.e., first on the market)
- 7  Bundling innovations with other products or services
- 8  Don't know

35. How many patents did your company apply for during the past three years?

- a. Number in Canada
- b. Number in the United States
- c. Number in other countries
- d. None
- e. Don't know

## Government Support/Programs

36. Please rate the importance of each of the following sources of support in respect to carrying out your company's innovation activities during the past three fiscal years ending in 2003?

Source of Support	Importance					
	Did not Use	Used but No Importance	Low	Medium	High	Don't Know
a. R&D <b>tax credits</b> (e.g., Scientific Research and Experimental Development Program (SR&ED))	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
b. Government R&D <b>grants</b> (e.g., Matching Investment Initiative (MII), Innovation Assistance Programs (IRAP))	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
c. Government <b>financing support</b> (e.g., Business Development Bank, Farm Credit Canada)	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
d. Government <b>research facilities</b> (e.g., National Research Council)	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
e. <b>Export development assistance</b> (e.g., Export Development Corporation)	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
f. Government-supported <b>training programs</b>	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>

## Obstacles to Innovation

37. Please rate the negative impact of the following factors in limiting your company's ability to introduce innovations.

Financial Factors	Impact				
	Not Applicable to this Company	Low	Moderate	High	Don't Know
a. Lack of internally generated cash flow	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
b. Lack of external equity funding (including venture capital)	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
c. Lack of debt financing	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
d. Long gestation period of innovation	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
<b>Internal Factors</b>	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
e. Lack of marketing capability	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
f. Corporate / management resistance to innovation	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
g. Lack of idea champions	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
<b>Other Factors</b>	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
h. Shortages of skilled workers	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
i. Insufficient flexibility in regulations or standards	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
j. Difficulty in negotiating clear intellectual property (IP) rights	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
k. Lack of retail acceptance or access to distribution channels	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>

38. Did your company attempt to raise capital specifically for innovation during the last three fiscal years ending in 2003?

1  Yes

2  No → Please go to question 43

## Obstacles to Innovation - Concluded

### 39. Was your company successful in reaching its target in funds?

- 1  Yes  
2  No
- 

### 40. What was the main source of the capital raised?

*Please check one only.*

- 1  Canadian based venture capital  
2  American based venture capital  
3  Other foreign based venture capital  
4  Angel investors/family/friends  
5  Initial public offering (IPO)  
6  Post IPO stock issues  
7  Joint venture  
8  Banks, cooperatives and credit unions  
9  Government sources  
10  Don't know  
11  Other, *please specify*
- 

### 41. Was your company limited or refused any request(s) for funds from any source when raising capital for innovation?

- 1  Yes  
2  No → Please go to question 43
- 

### 42. What reason(s) did the lender(s) give in limiting or refusing your request for capital?

*Please mark all that apply.*

- 1  Capital not available due to market conditions  
2  Further development or proof of concept required  
3  Lender does not fund development projects  
4  Lack of intellectual property  
5  Lack of long term strategic planning  
6  Lack of marketing analysis  
7  Failed to meet lending criteria  
8  Lack of evidence to support projections  
9  Other

## Restructuring Business Relationships

**Restructuring business relationships** occurs when a company makes changes in the way it does business with other firms/establishments either to provide customers with a product that more closely matches the characteristics that they desire or to generate significant cost savings.

**43. Did your company restructure or alter any business relationship(s) that has affected this particular establishment during the past three fiscal years ending in 2003?**

- <sup>1</sup>  Yes
- <sup>2</sup>  No → Please go to end of survey.

**44. Please identify how your company has altered its business relationship(s) with respect to this establishment during the past three fiscal years ending in 2003.**

*Please check all that apply.*

- <sup>1</sup>  Entered into strategic alliances, joint ventures or value chains
- <sup>2</sup>  Engaged in vertical integration (i.e., merging and/or acquiring other parts of your supply chain)
- <sup>3</sup>  Disinvested in upstream/downstream industries
- <sup>4</sup>  Entered into contracts specifying production requirements for raw agricultural inputs (i.e., contracts specifying animal feed/care, crop production method, variety grown, chemical input, etc.)
- <sup>5</sup>  Expanded outsourcing of support functions (logistics, information technology, human resources, customer service, finance/accounting)
- <sup>6</sup>  Other, please specify

**45. What was your company's main objective in restructuring its business relationship(s) with respect to this establishment during the past three fiscal years ending in 2003?**

*Please check one only.*

- <sup>1</sup>  To focus on the provision of low price "consumer-value" goods
- <sup>2</sup>  To focus on new markets or channels
- <sup>3</sup>  To improve product differentiation and branding
- <sup>4</sup>  To improve food safety
- <sup>5</sup>  To develop environmentally-friendly products and processes
- <sup>6</sup>  Other, please specify

## Restructuring Business Relationships - Concluded

46. Please rate the impact of restructuring the company's business relationship(s) with respect to this establishment on the following business areas.

Business Area	Impact			
	Not Applicable to this Company	Minor	Moderate	Major
a. Improving interactions with customers	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>
b. Improving ability to source raw agricultural products and food ingredients	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>
c. Improving interactions with non-agricultural product suppliers (i.e., equipment, packaging and processed food product suppliers)	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>
d. Increasing transportation and logistical efficiency	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>
e. Improving capital/capacity utilization	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>
f. Improving raw materials input usage	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>
g. Enhancing track and trace capabilities	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>
h. Improving access to state-of-the-art technologies	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>
i. Improving inventory control	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>
j. Improving market share	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>
k. Improving ability to attract skilled workers	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>
l. Maintaining/improving exports	0 <input type="radio"/>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>

For information only

