The Strategic Counsel

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Detailed Report

AAFC Strategic Issues 2017
Findings from a Survey of Food Processors

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Signed: ________________________________

Donna Nixon, Partner

The Strategic Counsel

I. Executive Summary

Executive Summary

A Background and Objectives

The multi-year corporate public opinion research (POR) strategy for Agriculture and Agri-Food Canada (AAFC) has tracked the opinions of agricultural producers related to AAFC's mandate at regular intervals, across five waves of surveying (2007, 2009, 2010, 2013 and 2017). This year, AAFC chose to broaden the scope of this initiative to capture the views of food processors in Canada, a key stakeholder group.

The information gathered provides AAFC with critical insights on the opinions, issues and challenges facing the food processing sector in Canada. In particular, it was an opportunity to obtain feedback on food processors' outlook in regards to their businesses, including the impact of trade agreements and evolving consumer preferences.

The specific objectives of this first survey among food processors were to:

- Examine exporting behaviours, including barriers and ways in which government could assist food processors to address issues which inhibit export growth;
- Gauge views on key trade agreements (CETA and TPP), as well as perceived benefits and challenges these agreements present to their companies, if any;
- Measure awareness of AAFC initiatives, such as *Growing Forward 2* and AAFC consultations on agricultural policy;
- Assess the sector's response to evolving external pressures and events;
- Identify actions taken, or likely to be taken, with respect to food and beverage labeling; and
- Examine trends in innovation, automation, research and development.

The food and beverage processing sector is the second largest manufacturing industry in Canada, accounting for 17% of total manufacturing shipments at a value of $105.5B in 2014. Overall, this sector accounts for 2% of the national Gross Domestic Product (GDP), providing employment to almost 250,000 Canadians. The data and information, as detailed in the various sections to follow, provides AAFC with foundational information in terms of the general profile of businesses in this sector as well as useful guidance as input into policy development, issues management and communications. Additionally, and importantly, specific opportunities where AAFC/the Government of Canada could assist the food processing sector to grow and expand their market reach are explored.

B Overview of the Methodology

This benchmark survey was conducted by telephone among n=406 food processors. Results are accurate to within +/- 4.84%, 95 times out of 100.

Sample was purchased from Dun & Bradstreet and the final sample was weighted to ensure it reflected the distribution of food processors by size across the country.

Completion of the interviews required a series of calls to first establish who was best placed within the firm to complete the survey and subsequently to arrange a convenient date and time to conduct the survey itself. The survey was in field from March to June, 2017. Some additional calls to clarify specific responses were conducted in July 2017. Analysis of the data was undertaken in July and August, 2017.

Additional information and details on the methodology can be found in Section XIII. The questionnaires, in English and French, can be found in the Appendix.

C Key Findings

The following section summarizes the key findings from the research.

Profile of Processors

- Canadian-owned firms make up the majority of food processors (93%) in Canada (among those surveyed).
- Smaller firms (with under 100 employees) are the most common for processors (87%), compared to those with more employees (3% for 100-250 employees and 11% for over 250 employees).
- Three quarters (78%) of food processors report smaller revenues of under 10 million per year, while far fewer report between $10 and $50 million dollars (14%) and larger revenues over $50 million (8%).
- The vast majority of processors operations are located in Ontario (46%) and Quebec (32%).

Exporting Behaviours

- The majority of food processors in Canada do **not** export (63%).
  - Non-exporting firms tend to be smaller (with low employee totals and revenues).
- Food processors who do export (37%) are more likely to be larger firms (with higher employee totals and revenues).
  - Of these who do export, the primary market remains the United States (94%). Of these 36% market to the US only.
- For those who export to both the United States and other countries (66%), the most prominent "other" markets include Europe (35%), China/Hong Kong/Taiwan (35%), Japan/Korea/Australia (30%) and Mexico/Latin/South America (29%).
  - Six in ten of exporting processors (60%) expect the volume of exports to regions outside of the US to increase over the next two years.
- Financial assistance (46%) and assistance with navigating regulatory challenges (36%) are the top reported ways that the government can help processors to boost exports.

Views on TPP and CETA

- Three in ten processors (31%) mention that the Comprehensive Economic and Trade Agreement (CETA) provides benefits to its firm, meanwhile fewer say the same for the Trans-Pacific Partnership (TPP) agreement (27%).
- There are still a significant number of processors who are not aware of CETA (24%) or the TPP (28%).
- Increased revenues was the main benefit that was most mentioned by processors as a result of trade agreements (90%). Other significant benefits include access to new markets (89%) and expanded access into existing markets (88%).
- Approximately three quarters (73%) of processors cite increased competition from trading partners as a significant or moderate business challenge resulting from trade agreements.

Awareness of Growing Forward

- Close to half (43%) of processors have an awareness of AAFC's *Growing Forward 2* program. However, only one in six (16%) processors are aware of the consultations on the next agricultural policy.
- Regionally, responses for *Growing Forward 2* range from a low of 32% in Quebec to a high of 50% in Ontario. Awareness of the agriculture policy consultations ranges from a low of 9% in Quebec to a high of 20% in the Prairies.

- The most mentioned sources for information on *Growing Forward 2* are word of mouth (26%) and an internet/website banner (15%). For the agriculture policy consultations, the newspaper (17%), professional/trade association (16%) and an internet/website banner (12%) were the most prominent sources of information.

Public Trust

- Many food processors say that public perceptions impact their business operations and decisions at least to a moderate extent (29%), if not to a high (26%) or very high (17%) degree.
- The vast majority of companies are familiar with the terms maintaining public trust (88%) and corporate social responsibility (CSR) (79%), while far fewer are familiar with the term social license (41%). Across all firms, nine-in-ten (94%) are familiar with one or more of the three terms.
- The news media (33%), word-of-mouth (29%) and various websites (27%) (excluding Government of Canada) are the primary sources by which food processors obtain information about the topics of public trust and CSR.
- Food safety was the mentioned by the vast majority (93%) as the most important consideration for maintaining public trust. Other significant considerations include food affordability (53%), environmental management (52%) and labour practices (51%).
- The most frequently identified measures in response to external public pressures and events are food safety codes or standards (90%) and enhanced food safety measures (88%).
- Companies are motivated by a number of factors to implement measures aimed at maintaining or enhancing public trust. Many view it as the right thing to do (88%), but also a means of maintaining market access (87%). They are also somewhat more influenced by the demands of the businesses they supply (84%), relative to their consumers (79%).

Made in Canada and Food Labelling

- About two-thirds (65%) of food processors say that consumer interest in learning about the ingredients contained in the food they consume is having a very high (31%) or high (34%) impact on their business. A majority (54%) also say that interest in knowing more about where the food comes from is also having a high impact.
- The vast majority of food processing companies are transparent about where ingredients come from (82%), providing information on the label (81%), using the information about how/where products are made as a competitive differentiator (80%); and how products are made (79%).
- Processors believe it is fairly easy to provide a range of information on product labels. They appear to be most comfortable providing information on the label about where the ingredients are sourced from (65%), meanwhile many are also voluntarily sharing information about product origin (68%), health and nutritional claims (57%) and consumer values such as local, fair trade, natural, etc. (55%).
- The majority of companies (53%) that are not already communicating information on packaging indicated they are not considering doing so within the next 3 years.
- Apart from product packaging, companies tend to rely mostly on their corporate website (73%) to communicate information about product attributes.

Innovation and Research and Development (R&D)

- Almost two thirds (63%) of food processors are either partially (35%) or minimally (28%) automated. Just over one-in-ten (14%) describe themselves as mostly automated and very few (4%) are fully automated.
- Despite the minimal level of automation, over two thirds of processors (67%) say that it is very or moderately important to increase their level of automation and one in two (50%) indicate that they are likely to undertake either some (50%) or significant (24%) automation over the next 5 years.
- Motivators to automate are quite muted, with "don't know" being the main response from processors. Meanwhile, the barriers to automation are clear, with cost being cited as the major hurdle by over three in four

processors (76%). Other significant barriers include risk versus return on investment (58%) and physical space constraints (54%).

- To overcome these barriers, firms are most in need of financial assistance, either in the form of cash to cover to the initial outlay (72%) or tax credits (72%).
- Almost half (47%) of firms are currently undertaking a modest amount of research and development (R&D), while the remainder are split between those undertaking a significant amount of R&D (27%) and not undertaking any (26%).
- Most processors are motivated to undertake R&D, with the most motivating factors being: attracting new customers (56%), reducing manufacturing costs (52%), improving competitive advantage (52%) and meeting the consumer demand for new products (52%). In order to increase R&D, the majority of firms also cite financial assistance (60%) and tax credits (37%).

Information on Agricultural News and Developments from AAFC

- There is a strong preference for proactive communications from AAFC, primarily via e-mail (80%) as the key communications channel to connect with food processors.

II. Sommaire

Sommaire

A Contexte et objectifs

La stratégie pluriannuelle de recherche sur l'opinion publique (ROP) d'Agriculture et Agroalimentaire Canada (AAC) a permis de suivre à intervalles réguliers les opinions des producteurs agricoles à l'égard au mandat d'AAC, dans le cadre de cinq vagues de sondage (2007, 2009, 2010, 2013 et 2017). Cette année, AAC a choisi d'élargir la portée de cette initiative pour recueillir les points de vue des entreprises de transformation des aliments au Canada, un groupe d'intervenants clé.

L'information recueillie fournit à AAC des renseignements essentiels sur les opinions, les enjeux et les défis propres au secteur de la transformation des aliments au Canada. En particulier, ce fut l'occasion de connaître les perspectives des transformateurs d'aliments au sujet de leurs activités, y compris l'incidence des accords commerciaux et l'évolution des préférences des consommateurs.

Les objectifs précis de ce premier sondage auprès des transformateurs d'aliments étaient les suivants :

- examiner les comportements à l'exportation, y compris les obstacles et les façons dont le gouvernement pourrait aider les entreprises de transformation des aliments à régler les problèmes qui entravent la croissance des exportations;
- jauger les points de vue sur les principaux accords commerciaux (l'Accord économique et commercial global entre le Canada et l'Union européenne et le Partenariat transpacifique) ainsi que sur la perception des avantages et défis présentés par ces accords pour leurs entreprises, le cas échéant;
- mesurer le niveau de sensibilisation aux initiatives d'AAC, telles que *Cultivons l'avenir 2* et les consultations d'AAC sur la politique agricole;
- évaluer la réaction du secteur à l'évolution des pressions et des événements externes;
- cerner les mesures prises, ou susceptibles d'être prises, en ce qui concerne l'étiquetage des aliments et des boissons;
- examiner les tendances en matière d'innovation, d'automatisation, de recherche et de développement.

Le secteur de la transformation des aliments et des boissons est la deuxième plus grande industrie manufacturière au Canada, représentant 17 % du total des livraisons manufacturières, pour une valeur de 105,5 milliards de dollars en 2014. Dans l'ensemble, ce secteur compte pour 2 % du produit intérieur brut (PIB) national, employant près de 250 000 Canadiens. Les données et l'information, détaillées dans les diverses sections qui suivent, fournissent à AAC des renseignements de base sur le profil général des entreprises de ce secteur ainsi que des indications utiles pour l'élaboration des politiques, la gestion des enjeux et la communication. Et surtout, le rapport explore les occasions précises où AAC et le gouvernement du Canada pourraient aider le secteur de la transformation des aliments à croître et à élargir son accès au marché.

B Aperçu de la méthodologie

Ce sondage de référence a été mené par téléphone auprès de n=406 transformateurs d'aliments. Les résultats ont une précision de +/- 4,84 %, 95 fois sur 100.

L'échantillon a été acquis auprès de Dun & Bradstreet et l'échantillon final a été pondéré pour s'assurer qu'il reflète la répartition des entreprises de transformation des aliments selon la taille dans l'ensemble du pays.

La réalisation des entrevues a nécessité une série d'appels pour établir d'abord qui était le mieux placé au sein de l'entreprise pour répondre au sondage et pour fixer ensuite une date et une heure convenables afin d'effectuer le sondage comme tel. Le sondage s'est déroulé de mars à juin 2017. Des appels complémentaires visant à clarifier certaines réponses ont été effectués en juillet 2017. L'analyse des données a été entreprise en juillet et août 2017.

De plus amples renseignements concernant la méthodologie figurent à la section XIII. Les questionnaires, en anglais et en français, se trouvent en annexe.

C Principales constatations

La section suivante résume les principales constatations de l'étude.

Profil des transformateurs d'aliments

- Les entreprises appartenant à des Canadiens constituent la majorité des entreprises de transformation des aliments (93 %) au Canada (parmi les entreprises sondées).
- Les petites entreprises (de moins de 100 employés) sont les plus courantes chez les transformateurs (87 %), comparativement à celles comptant plus d'employés (3 % pour 100 à 250 employés et 11 % pour plus de 250 employés).
- Les trois quarts (78 %) des transformateurs d'aliments déclarent des revenus inférieurs à 10 millions par année, tandis que beaucoup moins déclarent des revenus de 10 à 50 millions de dollars (14 %) et de plus de 50 millions (8 %).
- La grande majorité des activités de transformation sont situées en Ontario (46 %) et au Québec (32 %).

Comportements à l'exportation

- La majorité des entreprises de transformation des aliments au Canada **n'exportent pas** (63 %).
  - Les entreprises non exportatrices ont tendance à être plus petites (avec un effectif et des revenus plus faibles).
- Les entreprises de transformation des aliments qui exportent (37 %) sont plus susceptibles d'être de plus grandes entreprises (avec un effectif et des revenus plus élevés).
  - Parmi celles qui exportent, le marché principal reste les États-Unis (94 %). De ce nombre, 36 % commercialisent seulement aux États-Unis.
- Pour celles qui exportent vers les États-Unis et d'autres pays (66 %), les « autres » marchés les plus importants sont l'Europe (35 %), la Chine/Hong Kong/Taïwan (35 %), le Japon/la Corée/l'Australie (30 %) et le Mexique/l'Amérique latine/l'Amérique du Sud (29 %).
  - Six entreprises de transformation exportatrices sur dix (60 %) s'attendent à ce que le volume des exportations vers d'autres régions que les États-Unis augmente au cours des deux prochaines années.
- L'aide financière (46 %) et l'aide pour relever les défis de la réglementation (36 %) sont les principales façons dont le gouvernement peut aider les transformateurs à stimuler les exportations, selon les transformateurs.

Points de vue sur le Partenariat transpacifique et l'Accord économique et commercial global

- Trois transformateurs sur dix (31 %) mentionnent que l'Accord économique et commercial global (AECG) procure des avantages à leur entreprise, mais ils moins nombreux à dire la même chose de l'accord du Partenariat transpacifique (PTP) (27 %).
- Il y a encore un nombre important de transformateurs qui ne sont pas au courant de l'AECG (24 %) ou du PTP (28 %).
- L'augmentation des revenus à la suite des accords commerciaux était le principal avantage mentionné par les transformateurs (90 %). Parmi les autres avantages importants, mentionnons l'accès à de nouveaux marchés (89 %) et l'accès élargi aux marchés existants (88 %).
- Environ les trois quarts (73%) des transformateurs citent la concurrence accrue des partenaires commerciaux comme un défi commercial important ou modéré résultant des accords commerciaux.

Sensibilisation à l'égard de *Cultivons l'avenir*

- Près de la moitié (43 %) des transformateurs connaissent le programme *Cultivons l'avenir 2* d'AAC. Cependant, seul un transformateur sur six (16 %) est au courant des consultations sur la prochaine politique agricole.
- À l'échelle régionale, les réponses concernant *Cultivons l'avenir 2* vont de 32 % au Québec à 50 % en Ontario. La sensibilisation à l'égard des consultations en matière de politique agricole varie entre 9 % au Québec et 20 % dans les Prairies.
- Les sources d'information sur *Cultivons l'avenir 2* les plus mentionnées sont le bouche-à-oreille (26 %) et les bandeaux publicitaires sur Internet ou un site Web (15 %). S'agissant des consultations en matière de politique agricole, les sources les plus citées étaient les journaux (17 %), les associations professionnelles ou commerciales (16 %) et les bandeaux publicitaires sur Internet ou un site Web (12 %).

Confiance du public

- De nombreux transformateurs d'aliments disent que les perceptions du public influent sur leurs activités et leurs décisions commerciales dans une certaine mesure (29 %), voire fortement (26 %) ou très fortement (17 %).
- La grande majorité des entreprises connaissent les expressions « maintenir la confiance du public » (88 %) et « responsabilité sociale d'entreprise (RSE) » (79 %), alors que peu d'entre elles connaissent l'expression « acceptabilité sociale » (41 %). Dans l'ensemble des entreprises, neuf entreprises sur dix (94 %) connaissent au moins une des trois expressions.
- Les médias d'information (33 %), le bouche-à-oreille (29 %) et divers sites Web (27 %) (autres que ceux du gouvernement du Canada) sont les principales sources d'information par lesquelles les transformateurs d'aliments obtiennent des renseignements sur la confiance du public et la RSE.
- La salubrité des aliments a été mentionnée par la grande majorité (93 %) comme l'aspect le plus important pour maintenir la confiance du public. D'autres aspects importants comprennent l'abordabilité des aliments (53 %), la gestion de l'environnement (52 %) et les pratiques de travail (51 %).
- Les mesures les plus fréquemment citées en réponse aux pressions et aux événements publics externes sont les codes ou normes de salubrité des aliments (90 %) et les mesures renforcées en matière de salubrité des aliments (88 %).
- Les entreprises sont motivées par un certain nombre de facteurs pour mettre en œuvre des mesures visant à maintenir ou à renforcer la confiance du public. Beaucoup estiment qu'il s'agit non seulement de la bonne chose à faire (88 %), mais aussi d'une façon de maintenir l'accès au marché (87 %). Elles sont aussi un peu plus influencées par les demandes des entreprises qu'elles approvisionnent (84 %) que par leurs consommateurs (79 %).

Fabriqué au Canada et étiquetage alimentaire

- Environ les deux tiers (65 %) des transformateurs d'aliments déclarent que l'intérêt des consommateurs à l'égard des ingrédients contenus dans les aliments qu'ils consomment a une incidence très élevée (31 %) ou élevée

(34 %) sur leurs activités. Une majorité des transformateurs (54 %) disent aussi que le désir d'en savoir davantage sur l'origine des aliments a également une incidence importante.

- La grande majorité des entreprises de transformation des aliments sont transparentes quant à l'origine des ingrédients (82 %); elles fournissent de l'information sur l'étiquette (81 %) et utilisent l'information sur le mode de fabrication et l'origine des produits comme différenciateurs concurrentiels (79 %).
- Les transformateurs estiment qu'il est assez facile de fournir un éventail de renseignements sur les étiquettes de produit. Ils semblent être les plus enclins à fournir de l'information sur l'origine des ingrédients (65 %), tandis que beaucoup communiquent aussi volontairement de l'information sur l'origine du produit (68 %), les allégations nutritionnelles et de santé (57 %) et les valeurs des consommateurs comme les produits locaux, équitables, naturels, etc. (55 %).
- La majorité des entreprises (53 %) qui ne communiquent pas encore d'information sur l'emballage ont indiqué qu'elles n'envisageaient pas de le faire au cours des trois prochaines années.
- À part l'emballage des produits, les entreprises ont tendance à s'appuyer principalement sur leur site Web d'entreprise (73 %) pour communiquer de l'information sur les caractéristiques des produits.

Innovation et recherche et développement

- Près des deux tiers (63 %) des transformateurs d'aliments sont automatisés en partie (35 %) ou à peine (28 %). Un peu plus d'un transformateur sur dix (14 %) se décrit comme étant en bonne partie automatisé, alors que très peu (4 %) sont entièrement automatisés.
- Malgré le niveau minimal d'automatisation, plus des deux tiers des transformateurs (67 %) affirment qu'il est très ou modérément important d'augmenter leur niveau d'automatisation, et un transformateur sur deux (50 %) indique qu'il est susceptible d'entreprendre certains (50 %) efforts d'automatisation ou des efforts d'automatisation importants (24 %) au cours des cinq prochaines années.
- Les transformateurs se sont faits discrets quant à leurs motivations pour automatiser, « je ne sais pas » étant la réponse principale donnée. Par ailleurs, les obstacles à l'automatisation sont clairs; le coût est cité comme l'obstacle majeur par plus de trois transformateurs sur quatre (76 %). Parmi les autres obstacles importants, mentionnons le risque par rapport au rendement de l'investissement (58 %) et les contraintes d'espace physique (54 %).
- Pour surmonter ces obstacles, les entreprises ont surtout besoin d'aide financière, sous forme de liquidités pour couvrir les dépenses initiales (72 %) ou de crédits d'impôt (72 %).
- Près de la moitié (47 %) des entreprises exercent actuellement une modeste activité de recherche et développement (R et D), tandis que les autres se répartissent entre celles qui exercent une activité importante de R et D (27 %) et celles qui n'en exercent pas du tout (26 %).
- La plupart des transformateurs sont motivés à faire de la R et D, les facteurs les plus motivants étant : attirer de nouveaux clients (56 %), réduire les coûts de fabrication (52 %), améliorer l'avantage concurrentiel (52 %) et satisfaire à la demande de nouveaux produits des consommateurs (52 %). Afin d'intensifier la R et D, la majorité des entreprises citent également l'aide financière (60 %) et les crédits d'impôt (37 %).

Information sur l'actualité et l'évolution du secteur agricole d'AAC

- Il y a une forte préférence pour les communications proactives d'AAC, principalement par courriel (80 %), comme canal de communication principal pour communiquer avec les entreprises de transformation des aliments.

III. Introduction

Introduction

A Background

The food and beverage processing sector is the second largest manufacturing industry in Canada, accounting for 17% of total manufacturing shipments with a value of $105.5B in 2014. Overall, this sector accounts for 2% of the national Gross Domestic Product (GDP), providing employment to almost 250,000 Canadians.

As in virtually every other sector of the Canadian economy, the food processing industry is confronted by new opportunities and challenges on a continuous basis. Key market drivers are reshaping the industry, many of which are a factor of shifting consumer demand and preferences as Canadians' lifestyles and their attitudes towards the environment evolve. Canadians are also becoming more price conscious, seeking out food options at a more affordable price, while also demonstrating a growing interest in natural ingredients and healthier, more nutritious choices. While growth in consumer spending on food and beverages was expected to slow to just 0.5 per cent in 2016, half the average growth rate of the previous five years[1], the outlook for Canada's food manufacturing industry remains positive. There is an increasing appetite for Canadian products both in the U.S., Canada's largest trading partner, and in other overseas markets. Continuous innovation is critical in order to respond effectively to these shifting market conditions.

The food processing sector is a vital channel for Canadian agricultural products. At regular intervals (2007, 2009, 2010 and 2013) AAFC has undertaken surveys of agricultural producers, the results of which feed into its strategic planning process. This year, AAFC elected to survey both producers and processors. This report contains the findings from a survey of Canadian food processors, establishing benchmark measures in a range of areas which are key to assessing processors' views of the health and outlook for the industry. The findings provide an overview of the state of the industry in Canada, from the perspective of those in executive or senior management positions. Specifically, this report highlights key issues and challenges facing the industry, how they are responding to changes in the marketplace, and identifies areas where AAFC can support and enable companies to improve their own growth prospects. The findings from the survey of agricultural producers can be found under separate cover.

Food manufacturing in Canada has and continues to experience significant restructuring – 143 plant closings between 2004 and 2014 and job losses of over 23,000 between 2006 and 2014. Although the sector demonstrates strong resilience, driven primarily by the small and medium-sized enterprises (SMEs) which represent 84% of the industry, it faces current and prospective risks in terms of its competitiveness in a rapidly evolving global market. At a time when Canada is embarking on a renegotiation of NAFTA, a key trade mechanism through which Canada's food processors access the U.S. market, the insights from this survey help to illuminate areas of both optimism and concern among food processors.

[1] Conference Board of Canada, Canada's Food Manufacturing Industry to See Record Profits in 2017, News Release 17-29, Oct. 3, 2016 (Conference Board of Canada News Release).

B Research objectives

The specific objectives of this benchmark survey of strategic issues among food processors were to:

- Examine exporting behaviours, including barriers and ways in which government could assist food processors to address issues which inhibit export growth;
- Gauge views on key trade agreements (CETA and TPP) as well as perceived benefits and challenges these agreements present to their companies, if any;
- Measure awareness of AAFC initiatives, such as Growing Forward 2 and AAFC consultations on agricultural policy;
- Assess the sector's response to evolving external pressures and events;
- Identify actions taken, or likely to be taken, with respect to food and beverage labeling; and
- Examine trends in innovation, automation, research and development.

C A Note to Readers

This report is structured to provide the reader with an overview of the main findings, as outlined in the Executive Summary, followed by a detailed analysis of the survey data which has been grouped according to thematic areas. Within each section, a description of the overall results is provided first. Subsequently, as relevant, we highlight any differences by location (i.e., where the company is headquartered and/or has operations) and by size (i.e., number of employees or revenues). Where these differences are not highlighted, this indicates there were no statistically significant differences on which to report.

Before perusing the main findings, readers are advised to review both the methodology (see Section XIII) and the section titled Profile of Processors (Section IV). These sections provide important information about the timing of the survey as well as the approach taken to obtain a representative sampling of food processors in Canada, including a brief discussion of the challenges and limitations of the methodology. Profile information offers a snapshot of the food processors who participated in the survey in terms of their footprint in the marketplace – size, headquarters, etc. Where possible, we have attempted to juxtapose this profile data from the survey against data provided by Statistics Canada and other sources in order to demonstrate the degree to which the final sample is a reflection of the larger universe of food processors in Canada.

Unless otherwise noted, results shown in this report are expressed as percentages and may not add up to 100% due to rounding and/or multiple responses to a given question.

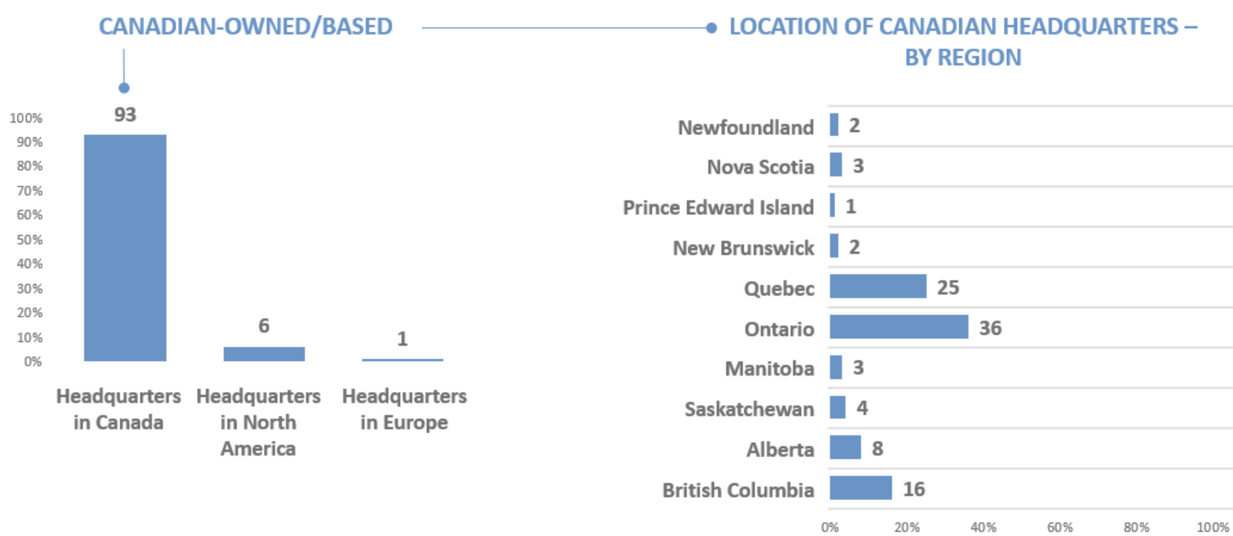
IV. Profile of Food Processors

Profile of Processors

A Ownership and Location

This survey targeted food processors with operations in Canada and aimed to reflect the diversity of food processing companies by size, location and sub-sector. As such, it is not surprising that the vast majority (93%) of those surveyed indicate they are Canadian-owned and/or are Canadian-based businesses, with headquarters in Canada. Most are headquartered in Ontario (36%) or Quebec (25%). Representation from companies headquartered in British Columbia (16%), the Prairies (15%) and Atlantic Canada (8%) made up a much smaller proportion of the final sample. This distribution generally aligns with the footprint of the food and beverage industry across Canada, with Ontario being the top food-processing area in the country, employing almost 40% of the nation's labour force.[2]

A small percentage of firms surveyed were headquartered outside of Canada (6% in North America and just 1% in Europe).



Q.B Is your firm a Canadian-owned and/or based business (i.e., with headquarters in Canada)? Base: n=406
Q.C In which province or territory is your firm's headquarters located? Base: n= 376
Q.D Where are your headquarters located? Base: n=30

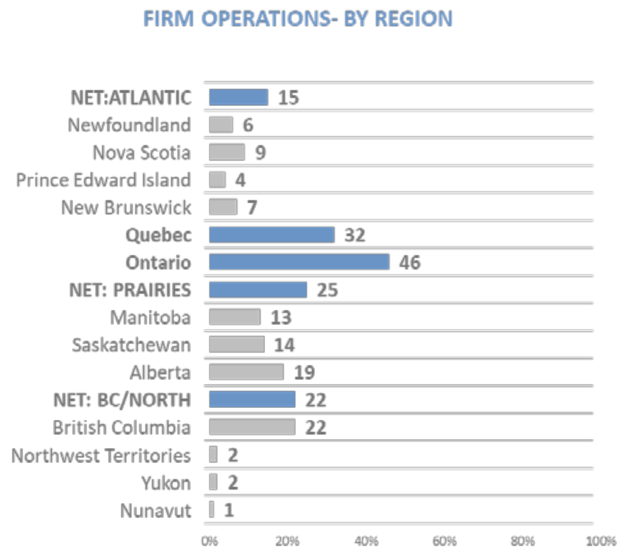
Of note, Canadian-owned and based food processing companies tended to be smaller in size and sales revenue:

- Firms of under 100 employees (97%) or between 100-250 employees (91%) indicated they are Canadian-owned and/or based in Canada, while Canadian ownership was significantly lower among the larger firms, those with over 250 employees (62%).
- Similarly, by revenue, a much higher proportion of food processing companies with revenues under $10M (99%) or between $10 to just under $50M (91%) are Canadian-owned and headquartered, compared to just over half (54%) of firms with revenues of $50M.

[2] Sectoral Profile: Food, Beverage and Tobacco Product Manufacturing, Ontario Region 2015-2017, AAFC (Sectoral Profile).

B Operational Footprint

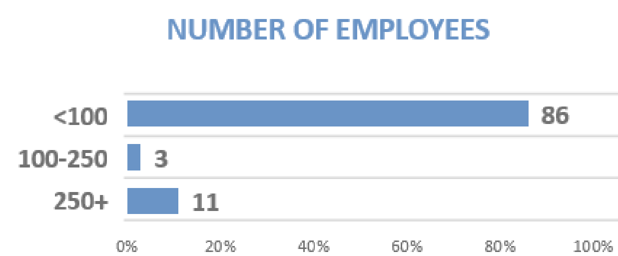
The location of operations of food processing companies in Canada generally follows the same pattern in that Central Canada is where most are located. Just under half of those surveyed (46%) have operations in Ontario and about one-third (32%) are operating in Quebec. Many also have a footprint on the Prairies (25%) and in British Columbia (22%) while a much smaller number (15%) are located in the Atlantic region.



Q.E And, in which provinces or territories does your firm have operations?
Base: n=405

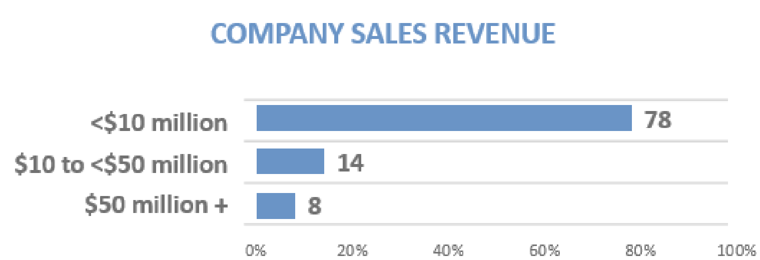
C Size of Business: Number of Employees and Sales Revenue

Most of the food processing companies surveyed are smaller in size, with respect to both number of employees and sales revenues. Over four-in-five (86%) have fewer than 100 employees, while just 3% have been 100 to 250 staff and 11% have over 250 employees. Again, this is a reflection of the realities of the food processing sector in Canada. Although there has been some consolidation, the Canadian food manufacturing sector continues to be dominated by small and medium-sized businesses which make up about 84% of the industry and about 17% of the total value of shipments. By contrast, the largest firms which represent just 3% of all establishments, account for half (50%) of the value.[3]



Q.F How many people does your company employ?
Base: n=387

Similarly, just under four-in-five food processing companies surveyed (78%) have sales revenues under $10M annually, while another 14% generate sales of $10M to just under $50M, and a very small proportion (8%) achieve sales of $50M or more.



Q.G What is your company's sales revenue?
Base: n=406

As might be expected, there is a strong correlation between size and sales volumes – virtually all companies with sales revenues under $10M (99%) have fewer than 100 employees, while the opposite is true for companies with over $50M in revenues (84% of these companies have over 250 employees; fully 76% have over 1,000 employees).

[3] The Changing Face of Food Manufacturing in Canada: An Analysis of Plant Closings, Openings and Investments, CAPI Food Research Program (CAPI Food Research Program).

Size and sales revenues are also a factor of 'time in business,' as a higher proportion of those companies that have been in operation for less than 10 years (in fact those that have been in operation less than 20 years) tend to be smaller both in terms of the number of employees and sales.

Number of Employees and Sales Revenues, by Length of Time in Business

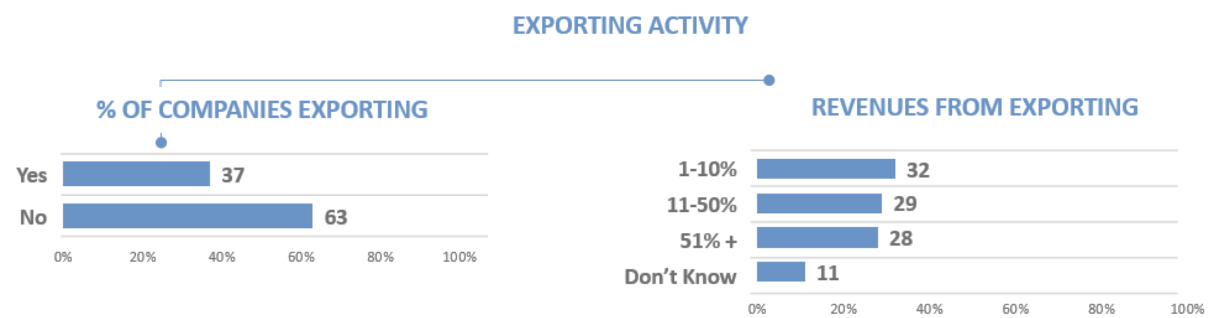
	TIME IN BUSINESS		
	Under 10 years	**10-19 years**	**20+ years**
NUMBER OF EMPLOYEES			
Under 100	99%	99%	78%
100-250	1%	1%	4%
Over 250	<1%	<1%	18%
SALES REVENUES			
Under $10M	97%	86%	68%
$10M to just under $50M	3%	11%	19%
$50M or more	<1%	2%	13%

V. Exporting Behaviors

Exporting Behaviors

A Exporting Activity and Associated Revenues

Just under two-in-five food processors (37%) are currently exporting. The vast majority (63%) are not. Among those relatively few food processors which are exporting, revenues generated from exports varies considerably: about one-third (32%) indicate that between 1 and 10% of their revenues are obtained from exporting, while similar numbers (29%) indicate exports generate 11 to 50% of their revenues, or more than 50% of their overall revenues (28%). Of note, about one-in-ten (11%) food processors were unsure of the overall sales volumes that associated with exports.



Q.H Does your firm export? Base: n=406
Q.1 Approximately what percent of your company's annual revenues are obtained from exporting? Please provide a number ranging from 0% to 100%. If you are not sure, please estimate. Base: n=151

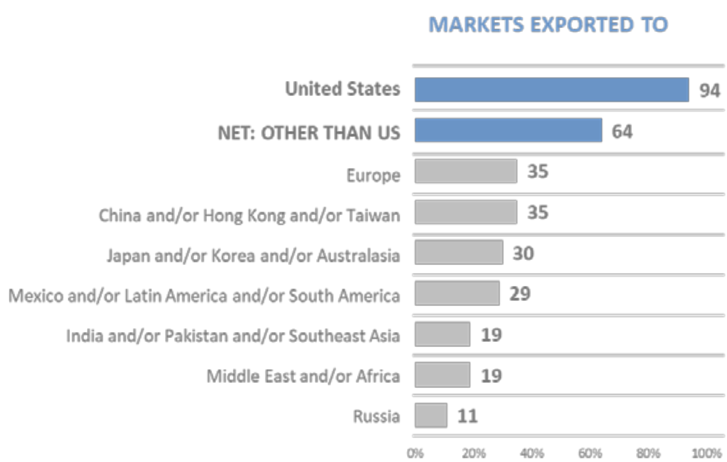
Food processing companies that export are more likely to be:

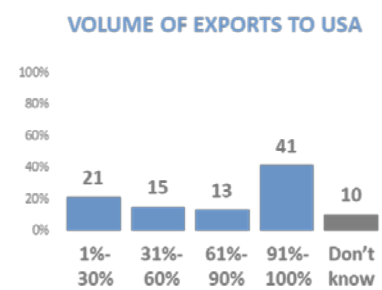
- Those which are headquartered outside of Canada (73% are exporting);
- Larger with respect to number of employees (over 70% of firms with 100 employees are exporting, compared to 33% of firms with fewer than 100 staff) and sales revenues (two-thirds or more of companies with $10M or more in sales revenue are exporters, compared to fewer than one-third (28%) of companies that generate under $10M in sales;
- Well established with respect to their time in business – 43% of companies that have been operating for 20+ years are exporters, compared to just 29% of those in business less than 20 years. Perhaps not unexpectedly, processors that have been in business for less than 10 years (51%) are more likely to report that exports account for a fairly small percentage of their overall revenues (between 1 and 10%); and
- Canadian-owned – 34% of Canadian-owned food processing companies are exporting, compared to 73% of non-Canadian owned firms.

B Export Markets and Volumes

The primary market for exports is the United States. Virtually all of those exporting (94%) are selling their products into the U.S. market. And, over one-third (36%) of these processors export only to the US. The importance of access to the U.S. and dependency on this market is quite evident – over half of those exporting into this market (54%) say these exports account for more than 60% of their total exports (fully 41% say they account for over 90% of their total exports).

Two thirds of companies (64%) are exporting to countries outside the U.S., predominantly Europe (35%), the Asia-Pacific region, including China, Hong Kong and Taiwan (35%) as well as Japan, Korea and Australasia (30%). Mexico, Latin America and South America is a reasonably popular export market for just under one-third (29%) or exporters, while fewer are exporting to India, Pakistan or South East Asia (19%), the Middle East/Africa (19%) or Russia (11%).





Q.2 Which markets does your company currently export to? Base: n=151
Q.3 Approximately what percent of your total exports are to the United States? Please provide a number ranging from 0% to 100%. If you are not sure, please estimate. Base: n=142

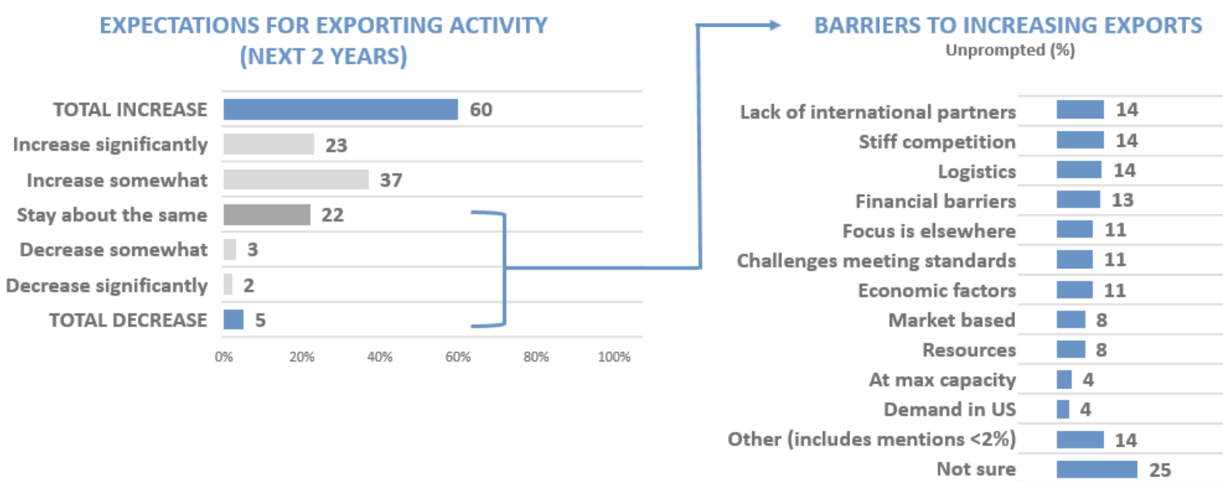
The exporting patterns reported by those surveyed closely approximates market information collected by AAFC which shows that the vast majority of exporting activity within the sector is dominated by a small number of markets. According to an industry overview produced by AAFC, while Canadian food and beverage products are exported to some 190 countries, six major markets dominate including the U.S. (71%), followed by China (7%) and Japan (6%).[4]

[4] Overview of the Food and Beverage Processing Industry, AAFC (Agriculture and Agri-Food Canada).

C Export Markets and Volumes

Among that small proportion of food processors who are exporting to the United States and other countries (n=96), six in ten (60%) expect an increase in the volume of exports to non-U.S. markets over the next two years. This translates to just over one-in-ten (14%) of all food processors surveyed.

Approximately one fifth of these respondents (22% or anticipate that their volume of exports to non-U.S. markets will remain unchanged, while very few (5%) stated that they expect to decrease their exports.



Q.4 Thinking about the volume your company exports to regions and countries other than the United States, over the next two years do you expect that this will ... ?
Base: n=96

Q.5 What are the main reasons why your company is not planning to increase exports to these regions? Are there any other reasons?
Base: n=25 (Caution: small base size)

By size of firm, revenues, and length of time in business:

- Mid-sized firms (with between 100-250 employees and $10-$15 million) and younger firms (<10 years) are most likely (76%) to suggest an increase in non-US exports.

When asked, food processors volunteered an array of reasons why they are not planning to increase exports to non-U.S. markets. Although responses varied, a few key themes emerged some of which overlap:

- Export Barriers or Challenges: lack of international partners, logistics, and challenges meeting standards and/or regulatory requirements.
- Financial Issues: financial barriers, economic factors, and resources.
- Competitive and/or Market-Based Issues: stiff competition in markets, market based and demand in US.
- Internal Barriers or Challenges: focus is elsewhere and already at maximum capacity.

On this question, there are a few notable variations by size and other firmagraphic features in terms of reasons given as to why they were not planning to increase exports. It is important to keep in mind that the overall number of processors responding to this question was quite small:

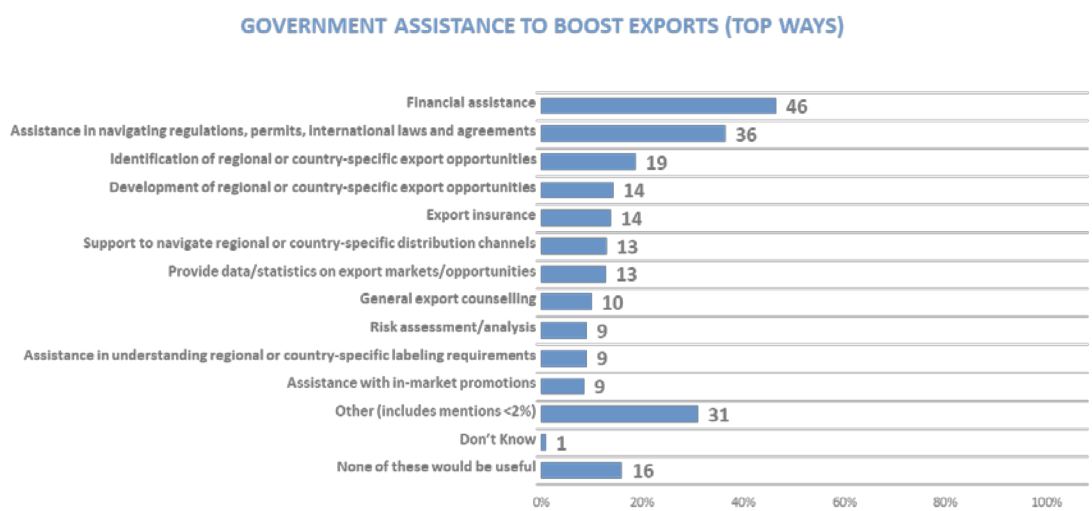
- Mid-sized firms (100-250 employees) are more likely to cite economic factors (33%) and stiff competition within current or potential export markets (33%). The same pattern is found among processors who have been in business for less than 10 years who are more likely to identify economic factors (60%) and stiff competition within the markets (60%) as barriers.
- Those located in the Quebec region are most likely to cite financial barriers (56%), lack of international partners (56%) and challenges to meet standards and regulatory requirements (56%).

1. Government Assistance to Boost Exports

Of those processors who do export (37% of all food processors surveyed), almost half of these (46%) cite financial assistance as the most beneficial means by which government could assist their firm. Over one-third of those exporting (36%) feel that assistance in navigating regulatory challenges, such as permits, laws, and agreements, would also be helpful to their company.

A second tier of responses indicated that identification (19%) and development (14%) of regional or country-specific opportunities, as well export insurance (14%) could help companies boost their exports. Support to navigate regional or country-specific distribution channels (13%), provision of data underpinning key export opportunities (13%) and general export counselling (10%), in addition to risk assessment/analysis (9%) were mentioned by similar numbers of exporters.

Just over one-in-ten exporting food processors stated that none of the suggested ways (16%) would assist them in boosting export.



Q.7 What are the top 3 ways in which the government could do to assist your company? **RE-READ LIST FROM Q.6, AS NECESSARY.** Are there other things, apart from those mentioned? **LIST IN ORDER OF PRIORITY 1-3.**
Base: n=151

By type of firm:

- The need for "financial assistance" was stated by more by firms with under 100 employees (57%), under $10M in revenues (60%) and those with under 10 years in business (82%).
- The vast majority of firms that are fully automated (95%), state "financial assistance" is the top way in which government could assist their business.

Exporters, among those surveyed, were also specifically asked how the government could assist them in increasing exports beyond the United States. Over one third (35%) of these firms stated that assistance in navigating regulations was their top priority in this regard. Financial assistance (30%) was also mentioned frequently. Identification (25%) and development (24%) of regional or country-specific export opportunities was mentioned by about one-quarter of exporters.

However, an overwhelming amount of respondents (44%) mentioned that none of the responses posed would assist their company to boost exports beyond the US.

GOVERNMENT ASSISTANCE TO BOOST EXPORTS (BEYOND USA)

Q.6 What, if anything could government do to assist your company to increase exports beyond the United States?
Base: n=151

Among exporting food processors:

- As a general rule of thumb, those who are active online (91%) are much more likely to believe that, overall, the government can assist to increase non-U.S. exports compared to those who are offline (9%).
- Those located in the Atlantic region (54%) are most likely to cite "financial assistance" as a top priority in terms of government assistance which could help promote increased exports.

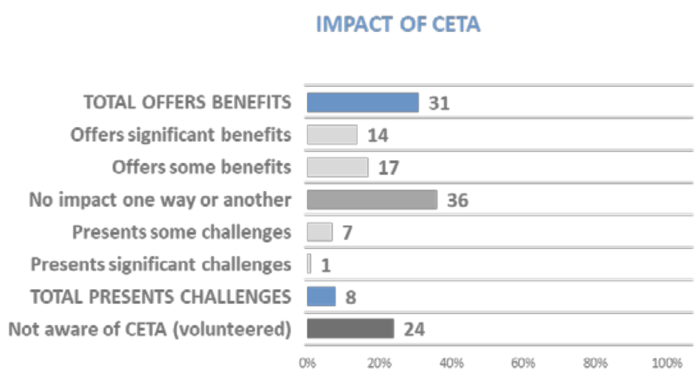
VI. Views on TPP and CETA

Views on TPP and CETA

A Impact of CETA on Processors

On balance, CETA is viewed as a net benefit within the food processing sector. Almost one-third (31%) of food processors say that the Comprehensive Economic and Trade Agreement (CETA) with the European Union offers at least some (17%) or significant benefits (14%). Meanwhile, fewer than one-in-ten processors say that CETA presents some (7%) or significant (1%) challenges for their business.

Notably, over one-third (36%) of those surveyed believe that CETA has no impact one way or another on their business. Fully one-quarter (24%) of those surveyed volunteered that they were not aware of this trade agreement.



Q.8 Canada has entered into a number of tentative trade agreements. Thinking about the Comprehensive Economic and Trade Agreement (otherwise known as CETA) with the European Union, which of the following statements best reflects what impact, if any, it could have on your company?

Base: n=188

Views on this question vary by type of food processor and location of operations:

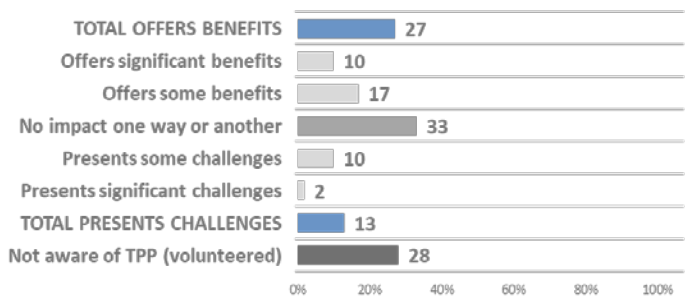
- Perhaps not surprisingly, those processors who export (35%) are more inclined to suggest that CETA offers benefits, whereas those who don't export (22%) state that the trade agreement present challenges.
- 8 in 10 firms that are fully automated (86%) say that CETA offers its company benefits.
- Quebec firms are more likely to believe that CETA offers benefits, meanwhile firms in the BC/North region are more likely to state that the trade agreement presents challenges.

B Impact of TPP on Processors

A similar question was asked in regards to the Trans-Pacific Partnership (TPP). Over one-quarter of respondents concluded that TPP offers some or significant benefits (27%), while a slightly higher percentage (13%), as compared to those assessing the net impact of CETA, indicated that the TPP presented some or significant challenges.

Again, about one-third (33%) feel the impact of TPP is ‘net neutral’ and another 28% indicated they were not aware of this trade agreement.

IMPACT OF TPP



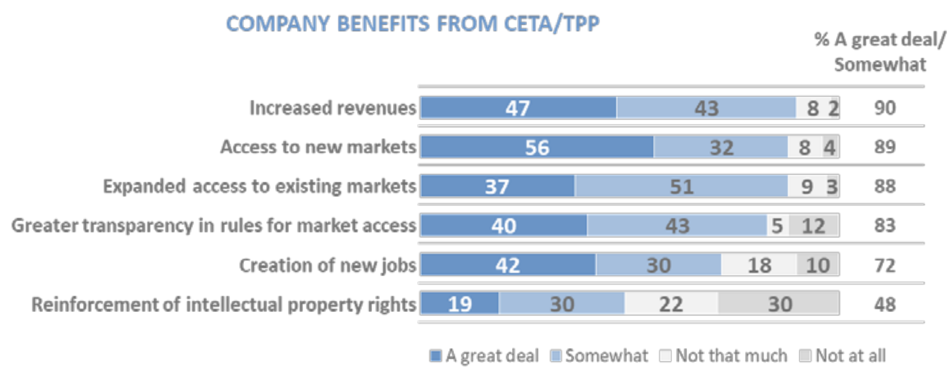
Q.9 Similarly, which of the following statements best reflects what impact, if any, the Trans-Pacific Partnership (TPP) could have on your company?
Base: n=188

- Larger revenue generating firms ($50M +) were more likely to say they were unaware of TPP (41%), compared to medium (15%) or smaller (27%) firms.
- Two thirds (64%) of fully automated firms suggest that TPP offers their company benefits.
- Quebec-based firms are more likely to suggest that TPP offers benefits, meanwhile firms in the BC/North region are more likely to state that the trade agreements present challenges.

C Perceived Benefits of CETA/TPP

Those food processors who indicated there are benefits to Canada's participation in either or both of CETA and TPP were further asked to assess the degree of impact these agreements would have in a range of areas. The most significant benefits are thought to be in the areas of revenue generation (90%) and access to new markets (89%). Over half (56%) of those responding to this question indicate their company would benefit a great deal from access to new markets as a result of these trade agreements and anther third (32%) felt there would be at least some benefit in this respect. Similarly, just under half (47%) indicate their company would benefit greatly from increased revenues as a result of these trade agreements, and another similar proportion (43%) felt there would be at least some benefit in terms of revenue generation.

Significant numbers of respondents also felt that expanded access to existing markets (88%) along with greater transparency in rules for market access (83%) offered at least some or significant benefits to their operation. Somewhat fewer assessed the benefits as job creation (72%) and less than half (48%) felt that reinforcement of intellectual property rights was likely to be benefit resulting from these trade agreements. In fact, on this latter issue, just under one-third (30%) so no benefit at all from Canada's participation in either CETA or the TPP in terms of reinforcing intellectual property rights.

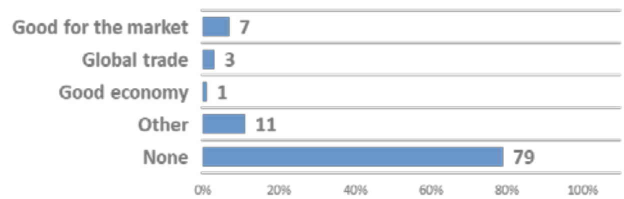


Q.10 To what extent will your company benefit from each of the following as a result of either or both of these trade agreements?
Base: n=70

- Processors who are online are more likely to state that the impact of CETA and TPP will likely benefit them a great deal in all areas, compared to those who are offline.
- Firms that are mostly/fully automated are more likely to realize overall benefits (either somewhat or a great deal) compared to those firms which are less automated.

In a follow-up open-ended question, few respondents mentioned any additional benefits stemming from Canada's participation in these types of trade agreements beyond those already discussed. The majority (79%) did not provide any additional commentary. However, some did suggest that these trade agreements are general good for the market (7%), promote global trade (3), and are a positive for Canada's economy (1%).

OTHER BENEFITS FROM TRADE AGREEMENTS



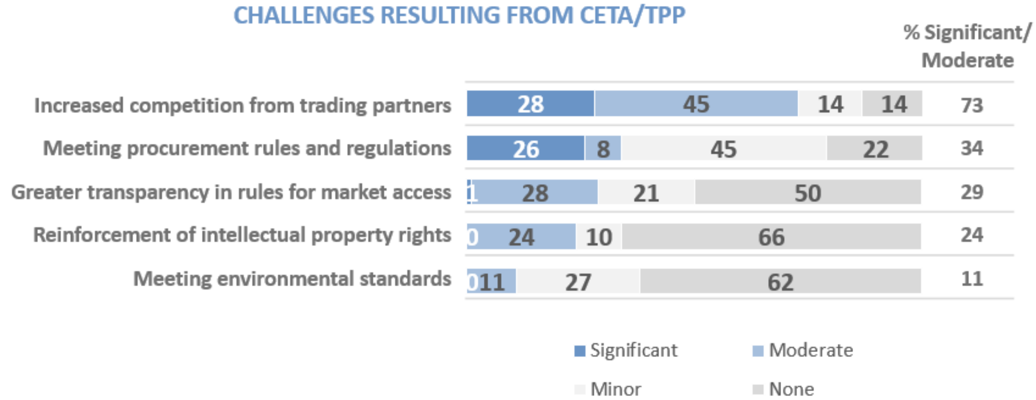
Q.11 Are there any other benefits to your company from Canada's participation in these types of trade agreements?
Base: n=70

D Challenges Resulting from Trade Agreements

Food processors, who stated that these trade agreements present their business with challenges (n=14), were asked to rate how much a challenge each category presents to their business.

The vast majority (73%) of these food processors are concerned about increased competition from trading partners, presenting either a significant (28%) or moderate (45%) challenge for their business. The requirement to meet procurement rules and regulations (34%), greater transparency in rules for market access (29%), reinforcement of intellectual property rights (24%), and having to meet environmental standards (11%) were assessed as moderate to lesser challenges.

CHALLENGES RESULTING FROM CETA/TPP



Q.12 How much of a challenge do each of the following present to your company as a result of either or both of these trade deals?
Base: n=14

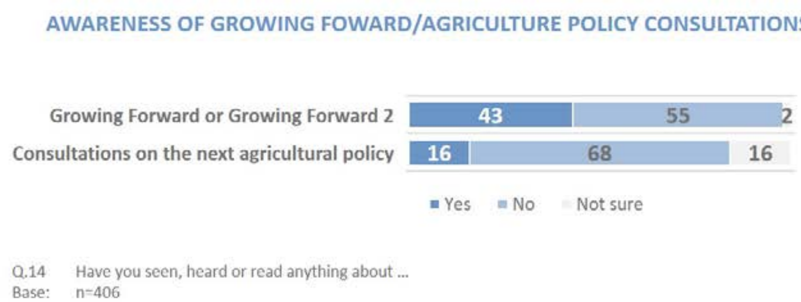
Very few respondents mentioned any additional challenges, apart from those already mentioned. About two thirds (65%) did not provide any additional commentary.

VII. Awareness of *Growing Forward*

Awareness of *Growing Forward*

A Awareness of *Growing Forward* and Agriculture Policy Consultations

Just under half of all food processors (43%) are aware of AAFC's *Growing Forward* program. By contrast, far fewer (16%) have seen, heard or read anything about consultations on the next agricultural policy.



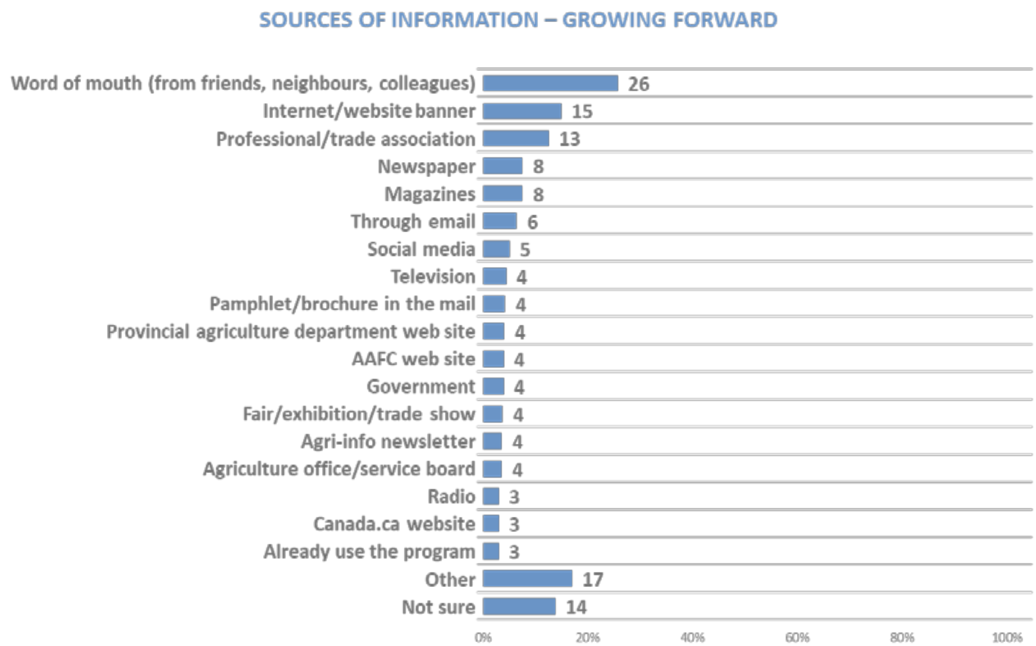
Regionally, responses for *Growing Forward* range from a low of 32% in Quebec to a high of 50% in Ontario. Awareness of the agricultural policy consultations ranges from a low of 9% in Quebec to a high of 20% in the Prairies.

There were few other variations with respect to awareness of *Growing Forward* and AAFC consultations, although it is interesting that those processors who view CETA and TPP as a benefit are also more likely to know about *Growing Forward*.

B Sources of Information on Growing Forward

Respondents aware of *Growing Forward* were asked to identify where they had heard or read about it.

Over one quarter of processors (26%) had heard about *Growing Forward* via word of mouth, making it the most mentioned source of information. Other significant sources of information came from online, including the internet (15%), email (6%), social media (5%) and websites – such as the provincial agriculture department (4%) and the AAFC website (4%). Print media, including newspapers (8%) magazines (8%) and a pamphlet or brochure received in the mail (4%), also played an important, albeit, secondary role in this regard.

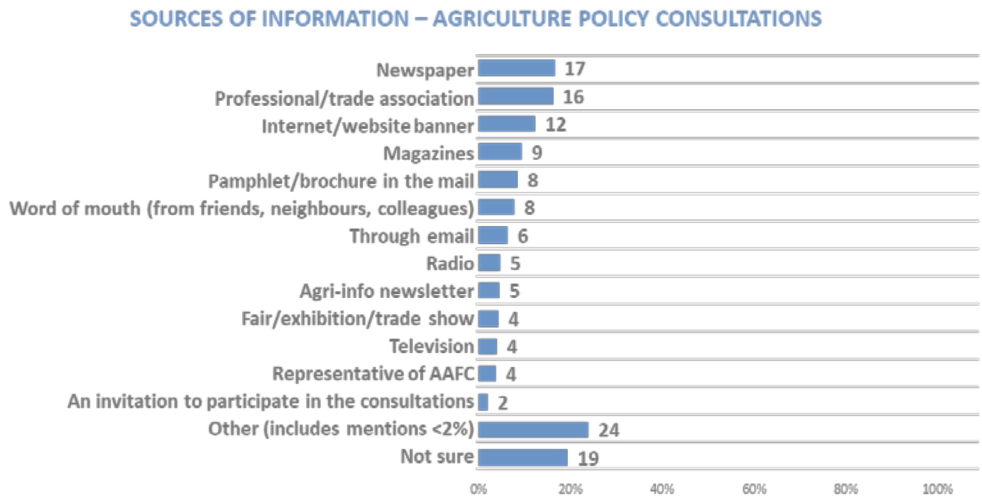


Q.15a Where did you see, hear or read about this?
Base: n=174

- Larger firms by number of employees (250+ employees) and those generating higher revenues ($50M+) are more likely to claim to have heard about *Growing Forward* via word of mouth and professional/trade.
- Over four-in-five (86%) non-Canadian based processors state word of mouth as their main source of information.

C Sources of Information on Agriculture Policy Consultations

Processors who were aware of the agriculture policy consultations – a much smaller number (n=65) – were also asked to indicate where they saw, heard, or read about it. The most mentioned sources include the newspaper (17%), professional/trade association (16%) and internet/website banners (12%). Fewer than one-in-ten recall hearing about the agriculture consultations from any other individual source.



Q.15b Where did you see, hear or read about this?
Base: n=65

The following are some notable subgroup differences in terms of sources mentioned:

- Mentions of newspapers are highest in Quebec and Ontario as well as among smaller operations in terms of employment (under 100) and sales revenues (under 10 million).
- Trade associations are mentioned more by larger (250+ employees) and higher revenue generating ($50M+) firms.
- Over half (55%) of non-Canadian based firms identified a professional trade association as their main source of information about agriculture policy consultations.

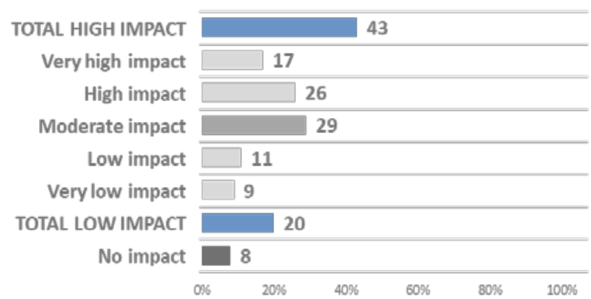
VIII. Public Trust

Public Trust

A Impact of Public Perceptions on Business Operations

Many food processors say that public perceptions do impact their business operations and decisions at least to a moderate extent (29%), if not to a high (26%) or very high (17%) degree. Fewer than one-in-ten (8%) processors say that public perceptions have absolutely no impact on their business.

IMPACT OF PUBLIC PERCEPTIONS ON BUSINESS OPERATIONS/DECISION-MAKING



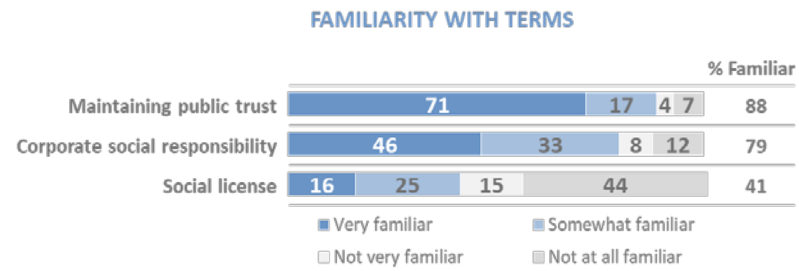
Q.20 To what extent do public perceptions about agriculture and food production currently impact the way your business operates and the decisions you make?
Base: n=406

There are no differences based on region of operations or by number of employees and sales revenues. Of note, however:

- Those companies that are more likely to believe CETA and TPP will have a net benefit on the firm, are more likely (28%) to also say that public perceptions have a very high impact on their business operations and decisions.
- Conversely, companies for which increasing the level of automation is **not** important to their overall business are also more likely (19%) to indicate that public perceptions have no impact on their business.

B Familiarity with Terms and Phrases

The vast majority of companies are familiar with the terms ***maintaining public trust*** (88%) and ***corporate social responsibility (CSR)*** (79%), while far fewer are familiar with the term ***social license*** (41%). Combined, nine-in-ten (94%) food processors are familiar with one or more of the three terms tested, with just six percent (6%) indicating they are unfamiliar with any of these terms.

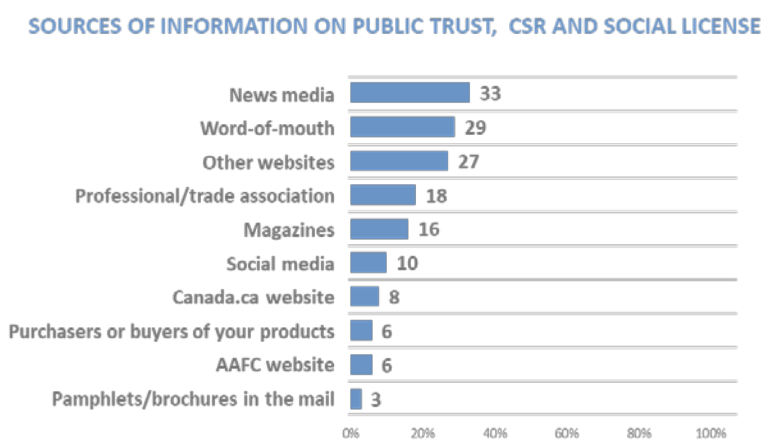


Q.18 How familiar would you say your management team is with any of the following terms or phrases?
Base: n=406

Familiarity is relatively consistent by size and type of firm, with location of operations being the only exception:

- Familiarity with the term social license is significantly higher among firms headquartered in Quebec (63%).

The news media (33%), word-of-mouth (29%) and various websites (27%), not specifically the Government of Canada, are the primary sources by which food processors obtain information about the topics of public trust and CSR. Professional or trade associations (18%), magazines (16%) and social media (10%) represent an important, albeit secondary, set of sources. Very few (8%) specifically cited the Government of Canada website as a key source for information on this topic.

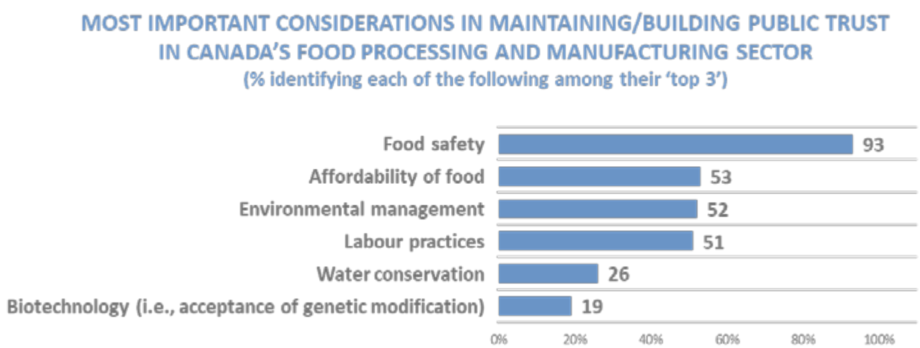


Q.19 Where do you get most of your information about this topic? Any other sources?
Base: n=380 (those familiar with the terms at Q.18a, b or c)

There are no meaningful variations on this question by region of operations, size or sales volume, by exporting behavior, use of social media or other key variables.

C Most Important Considerations for Building Public Trust

Food processors were asked to select the three most important considerations in terms of maintaining or building public trust in the food processing and manufacturing sector in Canada, from a list of six specific areas or issues. By an overwhelming margin, food processors identified food safety (93%) as one of their top three considerations. This was followed by a second tier of issues including food affordability (53%), environmental management (52%) and labour practices (51%) which were all identified in about equal numbers. Very few included water conservation (26%) or biotechnology (19%) among their top three considerations.



Q.21 In your view, which of the following are the 3 most important considerations in terms of building or maintaining public trust in Canada's food processing and manufacturing sector?
Base: n=406

Again, variations on this question were a factor of location more than any other feature:

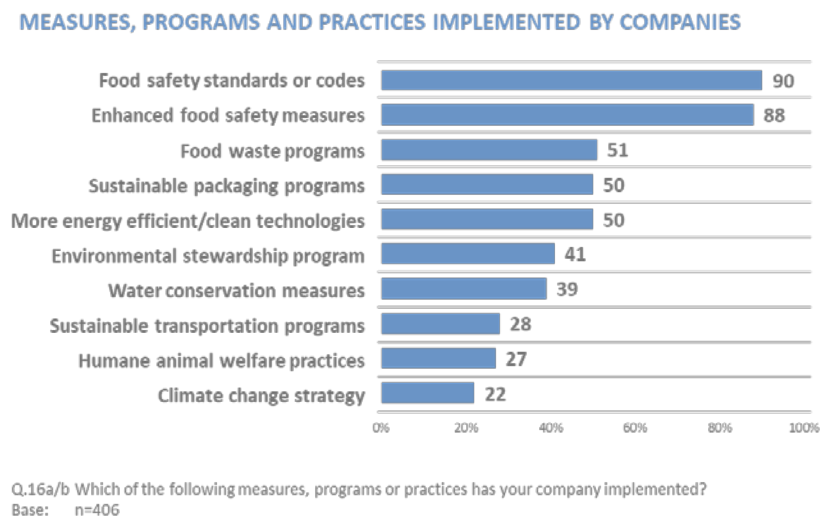
- Food processors headquartered in Quebec are more likely to identify environmental management (67%) and water conservation (44%) among their top 3 considerations.

In a follow-up open-ended question, few respondents mentioned any additional issues or considerations that they felt to be important to building or maintaining public trust. The majority (74%) did not provide any additional commentary. However, some did suggest that educating the public on the fundamentals of agriculture (5%) and being more transparent with the public (4%) are other areas they believed would boost public trust.

D How Do Processors Respond to External Pressures?

Processors have implemented a range of measures, programs and practices in response to external public pressures and events. Measures related to food safety are most frequently identified, including the implementation of food safety codes or standards (90%) and enhanced food safety measures (88%). Half of food processors identified food waste programs (51%), sustainable packaging programs (50%) and the use of more energy efficient or clean technologies (50%). Environmental stewardship programs (41%) are less common as are water conservation measures (39%). Less than one-third of food processors have implemented sustainable transportation programs (28%), humane animal welfare practices (27%) or a climate change strategy (22%).

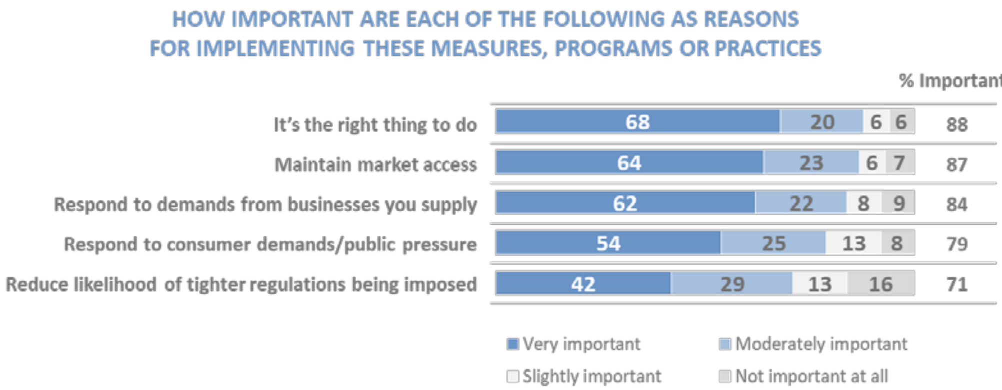
Overall, over nine-in-ten (96%) of food processors have implemented at least one of the above measures, while the remainder (4%) have not implemented any.



By type of firm:

- Companies headquartered outside of Canada are more likely to have implemented food waste (72%) and environmental stewardship programs (69%).
- The largest companies (250+ employees) are more likely to have implemented enhanced food safety measures (100%) and sustainable transportation programs (60%).
- Fully automated companies are more likely to have implemented virtually all of the measures and programs listed, including: enhanced food safety measures (100%), water conservation programs (88%), sustainable packaging programs (82%), food waste programs (80%), energy efficient technologies (76%), humane animal welfare practices (63%), sustainable transportation programs (61%), and a climate change strategy (53%).
- By contrast, of companies that are not currently automated, two-in-five (40%) indicated they had not implemented any of these measures.

Companies implement these measures because they view it as the right thing to do (88%). Equally, they do so in response to demands from the businesses they supply (84%) or their consumers (79%) and also to maintain market access (87%). Another important reason, although less so relative to others, is that voluntary adoption or implementation is seen as a way of reducing the likelihood that tighter regulations will be imposed in each of these areas (71%).



Q.17 How important are each of the following as reasons for implementing these measures, programs or practices?
Base: n=392

There are very few variations in terms of the importance of each of the above as reasons for implementing various programs and practices in response to public pressures.

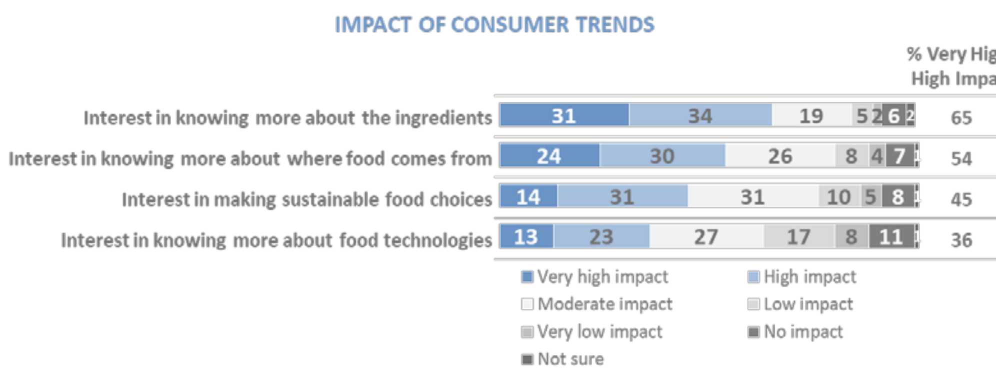
- However, food processors headquartered outside of Canada do tend to place greater importance on avoiding the imposition of tighter regulations (91% indicated this was either very important (66%) or moderately important (25%)) relative to those headquartered in Canada.

IX. Made in Canada and Food Labelling

Made in Canada and Food Labelling

A Impact of Consumer Trends

Consumer interest in knowing more about their food is clearly having an impact on the food processing business. About two-thirds (65%) of food processors say that consumer interest in learning about the ingredients contained in the food they consume is having a very high (31%) or high (34%) impact on their business. A majority (54%) also say that curiosity in knowing more about where the food comes from is also having a high impact. The consumer trend toward making sustainable food choices is one to watch in coming years. Currently just under half (45%) say that this trend is having a significant impact. Of less consequence is consumer interest in knowing more about food technologies – just over one-third of food processors (36%) indicate this has a high impact on their business.



Q.23 To what extent has each of the following consumer trends had an impact on your business?
Base: n=406

Results vary on a few of these issues by region and length of time in business:

Interest in knowing more about ingredients in food

- Food processors headquartered in Quebec (75%) and British Columbia (74%) are most likely to say this issue is having a very high or high impact on their business.
- The impact of this particular trend varies according to length of time in business with food processors in business under ten years more likely to rate this trend as having a high impact (79%), compared to those in business between 10 and 19 years (67%) and 20 years or more (60%).

Interest in knowing more about where food comes from

- Again, those companies headquartered in Quebec (63%) are most likely to say this trend is having a high/very high impact on their business.
- Food processors in business for under 10 years (73%) are also more likely to say this trend is having a high impact, compared to those in business between 10 and 19 years (59%) and those in business for 20 years or more (46%).

Interest in knowing more about sustainable food choices

- Companies headquartered in Quebec (58%) are also somewhat more likely to say this trend is having a high or very high impact on their business.
- A similar pattern is evident based on years in business: under 10 years (59%), 10-19 years (52%) and 20 years or more (38%).

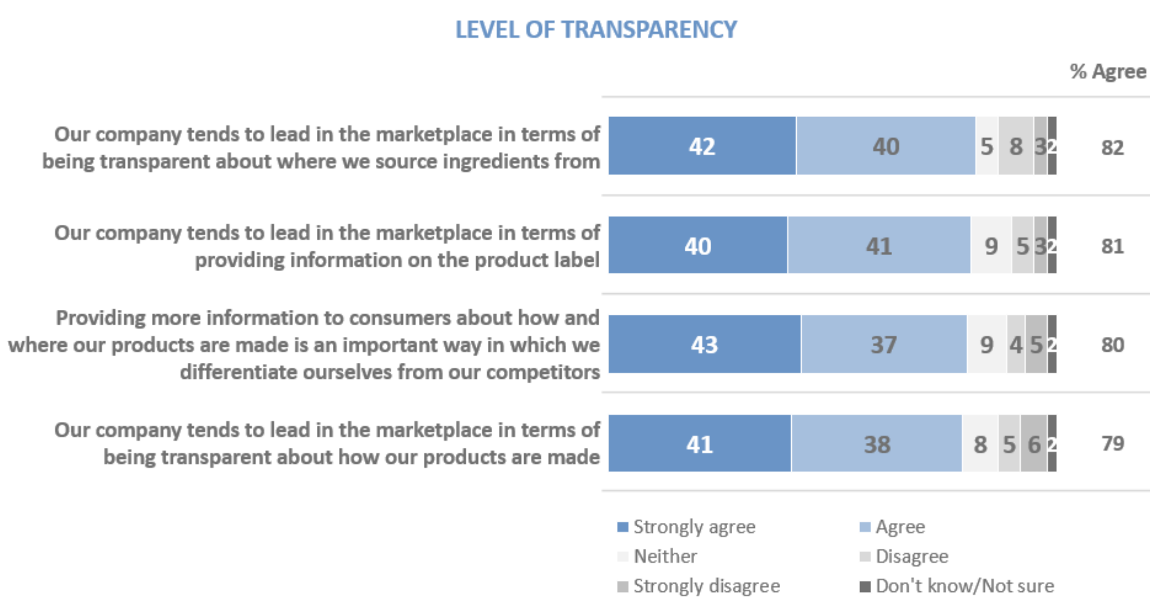
Interest in knowing more about food technologies

- Quebec-based and headquartered operations (49%) are more likely to indicate this trend is having a higher impact.

B Level of Transparency

The vast majority of food processing companies are transparent about:

- Where ingredients come from (82%);
- Providing information on the label (81%);
- Using the information about how/where products are made as a competitive differentiator (80%); and
- How products are made (79%).



Q.24 Please indicate whether you agree or disagree with each of the following statements?
Base: n=406

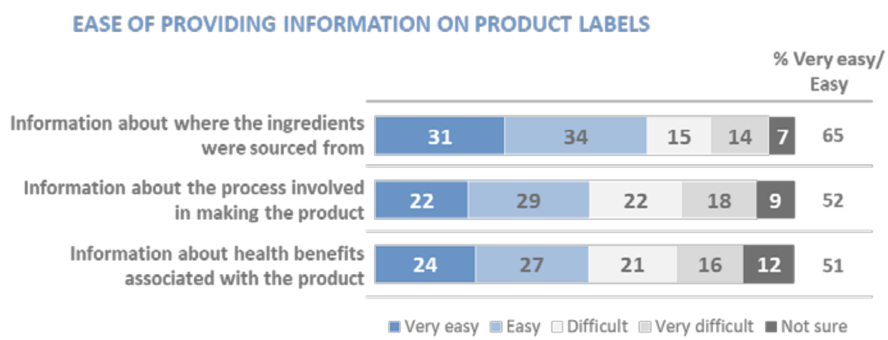
There are some differences based on where the company is headquartered:

- Companies headquartered in British Columbia tend to be most likely to agree that they lead the marketplace in terms of transparency about how products are made (93%).
- BC headquartered companies (91%) along with those headquartered in Quebec (88%) are more likely to say they demonstrate leadership in terms of transparency regarding where ingredients are sourced.
- Notably, those companies with headquarters in Atlantic Canada are most likely to say that providing information about how and where products are made is a key differentiator for their business (91%).

C Processors' Position on Labelling and Packaging

Processors believe it is fairly easy to provide a range of information on product labels.

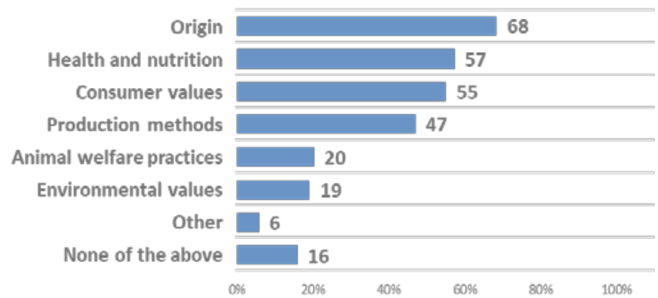
They appear to be most comfortable providing information on the label about where the ingredients are sourced from (65%). And, although the majority say it would be easy to provide information about the process involved in making the product (52%) and about the associated health benefits (51%), almost equal numbers say doing so would be difficult or they are simply uncertain about the challenges associated with providing this type of information.



Q.25 Consumers are paying closer attention to food and beverage labels. How easy or difficult would it be for your company to provide the following type of information on product labels?
Base: n=406

Many companies are voluntarily sharing information about product origin (68%), health and nutritional claims (57%) and consumer values such as local, fair trade, natural, etc. (55%). Less than half of food processors say they voluntarily communicate information about production methods including whether the product has been produced organically or is GMO-free, etc. (47%). And, very few share information about animal welfare practices (20%) or environmental values in terms of sustainable sourcing or their carbon footprint (19%). A small proportion (16%) indicate they are not voluntarily sharing any of this information on the product label.

OTHER INFORMATION COMMUNICATED ON PRODUCT PACKAGING



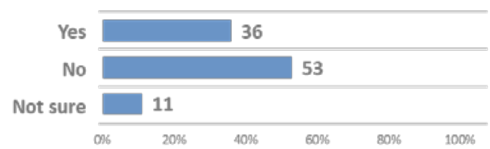
Q.26 In addition to mandatory labeling requirements such as listing allergens and the best before date, what other information does your company voluntarily communicate on your product packaging?
Base: n=406

Across the varying types of food processing companies and by location:

- Companies that have been in business for less than 10 years exhibit a higher propensity to openly communicate a range of information on the label, including consumer values (66%), production methods (60%) and environmental values (30%).
- Consistent with other findings in terms of leading consumer trends, companies headquartered in Quebec and British Columbia (26%) are more likely to voluntarily communicate information about their corporate environmental values. Quebec companies are also somewhat more likely to say they also communicate information about animal welfare practices (25%).

The majority of companies (53%) that are not already communicating any or all of these types of information (n=310), indicated they are not considering doing so within the next 3 years. Some (11%) were uncertain and just over one-third (36%) forecast that sharing this type of information is under consideration.

CONSIDERATION OF ADDING ADDITIONAL PRODUCT PACKAGING INFORMATION (IN NEXT 3 YEARS)



Q.27 Are you considering adding any of these to the information on your product packaging within the next 3 years?
Base: n=310

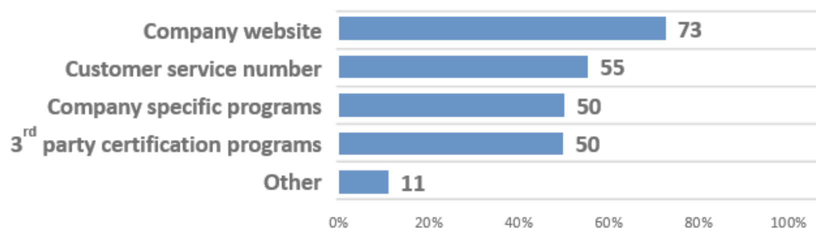
Among the just over one-third (36%) of food processors who confirmed they would be including more information on the product packaging in the near future (n=110), many indicated that they were considering including information on production methods (45%), health and nutrition claims (44%), and consumer values (40%). Similar numbers (35%) are considering including information about environmental values. A much smaller percentage are considering including information on their packaging which addresses origin (25%) or animal welfare practices (19%).

FUTURE CONSIDERATIONS FOR INFORMATION ON PRODUCT PACKAGING

Q.28 What information are you considering including on product packaging in the near future?
Base: n=110

Apart from the product packaging, the majority of food processing companies tend to rely mostly on their corporate website (73%) to communicate information about product attributes and less so on providing information to customers via customer service numbers (55%), company specific programs, logos, symbols or QR codes (50%) or 3rd party certification programs such as the NON-GMO Project or Rainforest Alliance (50%).

ALTERNATIVE METHODS TO INFORM ON PRODUCT ATTRIBUTES



Q.29 In addition to, or instead of, information contained on product packaging, in what other ways do you inform your customers about product attributes? I'm going to read you a list and please let me know if your company uses any of the following.

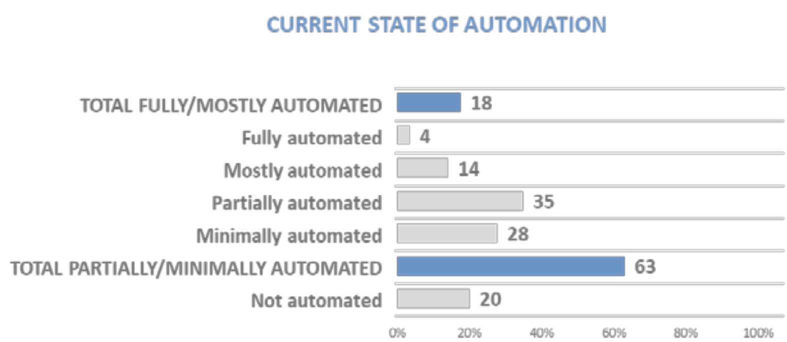
Base: n=406

X. Innovation and Research and Development (R&D)

Innovation and Research and Development (R&D)

A Current and Future State Regarding Automation

Most (63%) food processors are only partially (35%) or minimally (28%) automated. Just over one-in-ten (14%) describe themselves as mostly automated. Very few (4%) are fully automated.

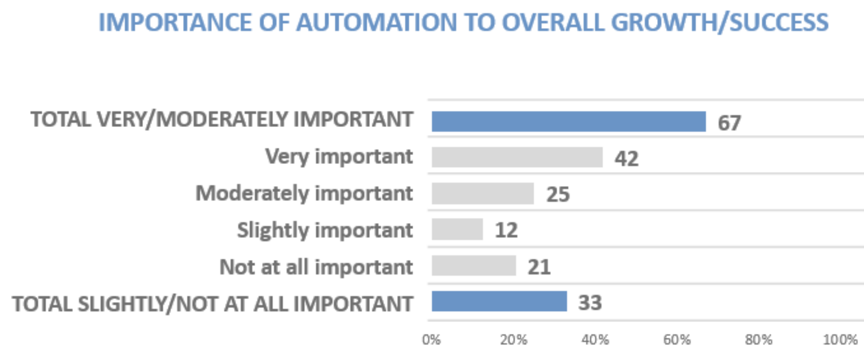


Q.30 How would you describe your business in terms of the current level of automation?
Base: n=406

Automation is less prevalent among:

- Firms headquartered in Atlantic Canada, Quebec and BC.
- Smaller firms by size (under 100 employees) and by revenue (under $10M).

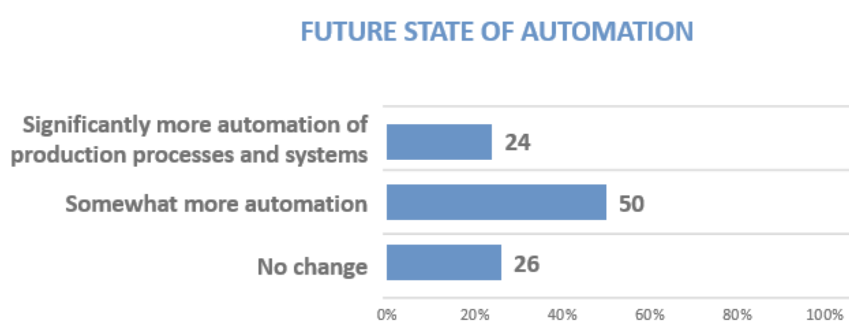
Despite minimal automation in Canada's food processing sector at this time, most (67%) say that it is very or moderately important to their business growth and success to increase their level of automation.



Q.31 How important is increasing the level of automation to your overall business growth and success?
Base: n=406

- The view that it is important to automate is held most predominantly by firms headquartered outside of Canada (80%) and by those in business under 10 years (76%).

Notably, the majority (50%) of food processors indicate that they are likely to undertake some (50%) although not necessarily significantly more (24%) automation over the next 5 years.



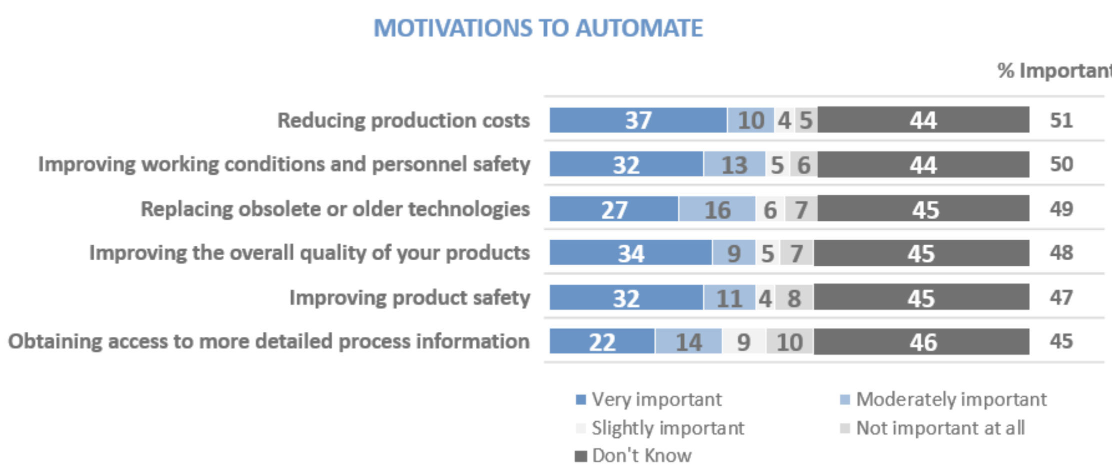
Q.32 Over the next five years, do you expect your company to be undertaking …
Base: n=406

By type and location of company:

- Younger companies, in business under 10 years (38%) are among those most likely to indicate they will be undertaking significantly more automation.
- Companies headquartered in Quebec (41%) are more likely to say there will be no change in their level of automation. This view is also more likely to be found among companies with under $10M in revenue (31%).

B Motivators to Automation

Since many of the food processors surveyed indicated that they are currently not highly automated, it is perhaps not surprising that, when asked what would motivate them to automate in the future, many responded ‘don’t know’ (just under half in all cases).

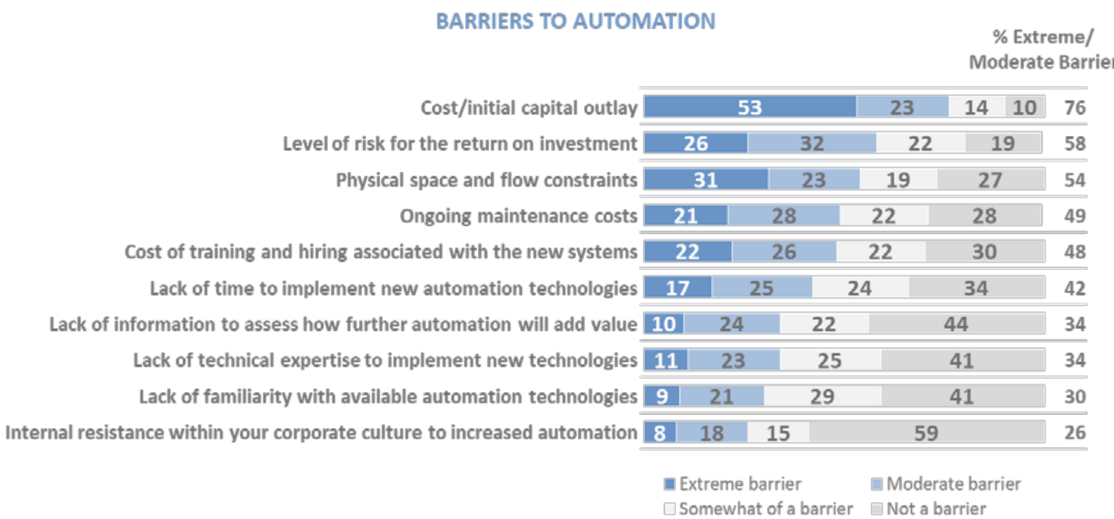


Q.33 How important are each of the following in motivating your company to automate?
Base: n=367

There are no significant variations by type or location of company.

C Barriers to Automation

The barriers to automation are significant and clear – cost being the major hurdle (76% say this is at least a moderate, if not extreme barrier). A majority of food processors are also concerned about risk versus return on investment (58%) and physical space constraints (54%). Other barriers which are less extreme, but still an issue, include ongoing maintenance costs (49%), the cost of training and hiring associated with new systems (48%) and a lack of time to implement new automation technologies (42%). Cultural resistance or a lack of technical expertise or information are not seen as significant constraints to further automation.



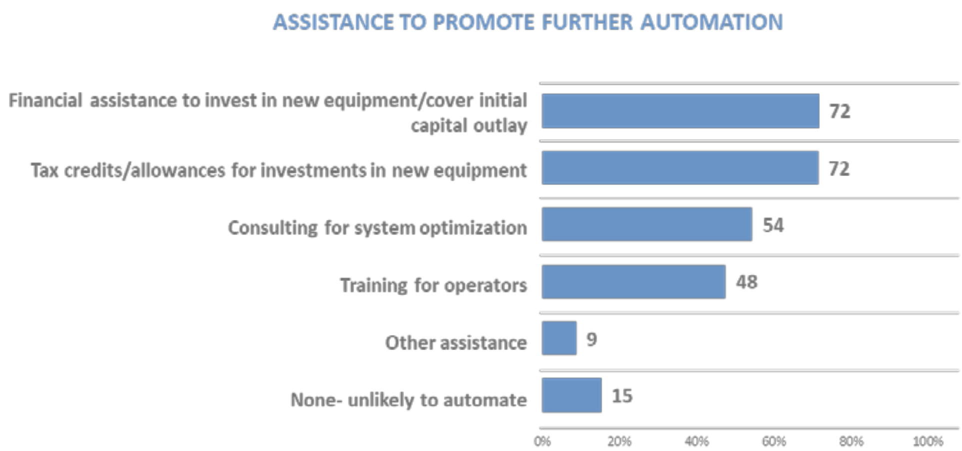
Q.34 How much of a barrier is each of the following in terms of introducing greater automation to your business processes?
Base: n=406

There are some notable variations on this questions by type and location of firm:

- Cost is identified as a more significant barrier for firms in business less than 10 years (86%).
- Physical constraints are a greater barrier for firms headquartered on the Prairies (64%).
- Firms headquartered in Atlantic Canada are more likely to cite lack of time (49%), technical expertise (42%) and familiarity with new technologies (37%) as moderate or extreme barriers to greater automation.
- Quebec-based firms are somewhat more likely to cite resistance within their corporate culture (37%).

D Assistance Needed to Promote Further Automation

Firms are most in need of financial assistance, either in the form of cash to cover to the initial outlay (72%) or tax credits (72%). There is also some interest in obtaining consulting advice for system optimization (54%).



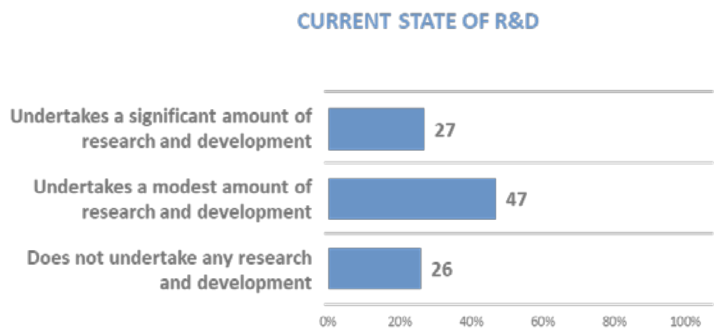
Q.35 What assistance, if any, does your company need in order to help your business become more automated?
Base: n=406

By location and length of time in business:

- Firms headquartered in Atlantic Canada (88%) and those operating for less than 10 years (85%) are most likely to identify financial assistance for the initial investment in equipment as key to further automation.

E Current and Future State Regarding Research and Development (R&D)

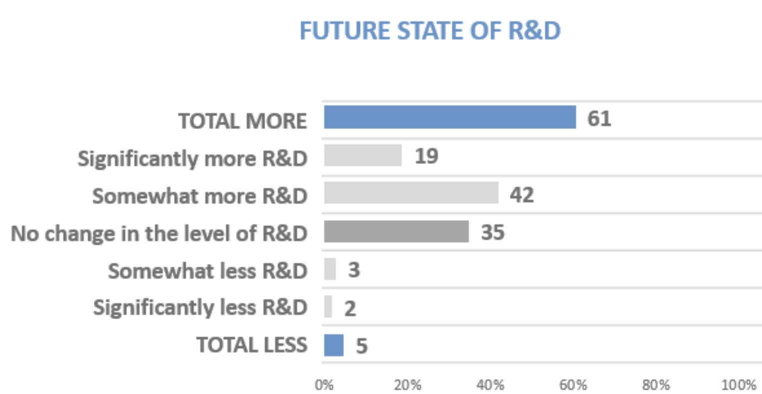
The plurality (47%) of firms are currently undertaking a modest amount of research and development. Of the remainder, they are split between those undertaking a significant amount of R&D (27%) and not undertaking any (26%).



Q.36 Turning now to research and development on new products and manufacturing processes, would you say that your company ...
Base: n=406

- Firms with sales revenues in the range of $10M to just under $50M (41%) are more likely to be undertaking a significant amount of R&D.

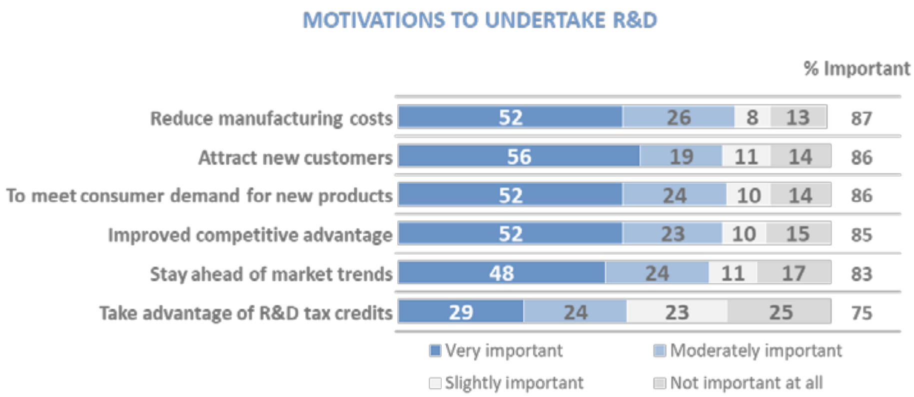
Most firms expect either no change (35%) in the level of R&D they are undertaking over the next 5 years, or somewhat more (42%).



Q.38 Over the next five years, do you expect your company to be undertaking ...
Base: n=406

F Motivations to Undertake Research and Development (R&D)

Firms are motivated to undertake R&D by a range of factors, the most important being: attracting new customers (56% say this is a 'very important' motivator), reducing manufacturing costs (52%), meeting consumer demands for new products (52%)and the opportunity to improve their competitive advantage (52%). Staying ahead of market trends is a very important motivator for just under half (48%). Tax credits, while a motivator, are considered to be an important factor for just over one-quarter of firms (29%).



Q.37 How important are each of the following as motivators to investing in research and development?
Base: n=406

G Assistance to Promote Further Research and Development (R&D)

In order to increase R&D, firms indicate they need financial assistance (60%) and, to a lesser extent tax credits (37%).

Q.39 What assistance, if any, does your company need in order to maintain or increase the level of R&D undertaken?
Base: n=368

The nature of assistance required by firms varies to some extent:

- Quebec-based firms are more likely to indicate they need both financial assistance (76%) and tax credits (47%) in order to increase the level of R&D.
- Those firms which have been in operation for under 10 years (71%) are also slightly more likely to identify financial assistance as a requirement.

XI. Information on Agricultural News and Developments from AAFC

Information on Agricultural News and Developments from AAFC

There is a strong preference for proactive communications from AAFC, primarily via e-mail as the key communications channel to connect with food processors. Most (80%) food processors would prefer to receive information from AAFC about the latest agricultural news and developments by e-mail. Much smaller numbers prefer traditional mail (29%) or social media (11%).

Q.40 What way would you prefer to receive information about the latest agricultural news and developments from AAFC? Is there another way you would like to get information?
Base: n=406

There are very few variations in terms of preferences for means of communications, with some notable exceptions:

- Companies headquartered and operating in Quebec show a stronger preference for e-mail (87%), traditional mail (39%), and social media (23%).
- The preference for traditional mail is also higher among food processors headquartered in Atlantic Canada (39%).
- Traditional mail is also much preferred by those processors that have been in business for 10-19 years (47%), compared to those companies that have been operating for less than 10 years (21%) or for more than 20 years (25%).

XII. Conclusions and Observations

Conclusions and Observations

This is the first year in which AAFC has obtained feedback from food processors as part of its Strategic Issues series of surveys with agricultural producers. Results indicate that food processors' views on the issues affecting their industry vary principally by size, years in business, the region where they are headquartered, and, to some extent, the degree to which they are automated.

Although the vast majority of food processing firms operating in Canada are small and medium-sized businesses, in general, Canadian-owned firms tend to be smaller in size (by number of employees and sales revenue) relative to those headquartered in the U.S. or elsewhere.

Overall, the number of companies exporting is modest and for those companies that are, the U.S. is the major export market. Export activity is more common among firms that are larger by number of employees and sales revenues, have been operating for 20+ years and are headquartered outside of Canada. Increasing export activity among the wider group of food processors, including smaller and mid-sized firms as well as those who are relatively new in the business, a key segment of processors who are predicting an increase in non-U.S. exports, does require addressing a number of very specific concerns, principally economic factors and what is perceived as a very tough competitive environment.

Response to measures aimed at addressing public pressures is quite variable with larger companies and those headquartered outside Canada more likely to have implemented food waste programs, in addition to environmental stewardship and sustainable transportation programs. This may be a factor of variable consumer and regulatory environments in other markets outside Canada in which these companies are also active (i.e., Europe) which has been the impetus for implementation of a broader set of measures.

Quebec-based firms stand apart from others in a number of ways. While not necessarily any more or less likely to export, compared to other Canadian-owned firms, they are more likely to believe that both CETA and TPP will be a net benefit to Canadian companies (while firms located in BC are more likely to associate see these agreements as presenting some challenges). However, Quebec-based companies are also more likely to identify financial barriers, absence of international partners and challenges meeting regulatory requirements as critical barriers limiting their capacity to increase exports. Companies headquartered in Quebec exhibit a higher level of familiarity with the term social license and are generally more motivated to consider issues such as environmental management and water conservation with respect to any actions they take to build or maintain public trust. Of note, Quebec-based companies are also more likely to say that consumer interest in food ingredients, origin and making sustainable food choices is having a significant impact on their business. These findings suggest that Quebec companies in particular are highly attuned to changes in the consumer mindset and preferences for food and food products. A slightly larger share of Quebec-based processors say they are taking a leadership role in demonstrating a higher level of transparency in terms of where ingredients are sourced and they are more likely to be voluntarily communicating information about their corporate environmental values on product packaging. It should be noted that processors located in British Columbia are similarly leading the marketplace with respect to greater transparency about how products are made, where ingredients are sourced and their environmental values.

It is notable that those food processing firms which are fully automated are generally more positive in their views on both CETA and TPP, with significantly higher numbers viewing these agreements as yielding benefits to their companies. Automated companies are more likely to believe they benefit across the board via increased revenues, access to new markets or expanded access to existing markets and increased jobs as well as greater transparency around the rules for market access. Interestingly, fully automated food processing companies are also more likely to have implemented the full range of programs and practices, from food safety standards to food waste programs, sustainable packaging and transportation programs, water conservation and climate change strategies. These companies appear to be at the forefront of the industry with respect to leveraging trade agreements, but also implementing measures which position them favourably in terms of consumer and supplier requirements in multiple markets. At the same time, there is only a modest level of automation within the sector as a whole. The prevalence of automation is lower among smaller companies and those headquartered in Atlantic Canada, British Columbia and Quebec. Younger companies in business under 10 years indicate a higher level of interest in undertaking significantly more automation of production processes and systems. Cost is the primary barrier across the board, but particularly for this segment of food processors.

Given these initial findings, the following observations are offered:

1. A key driver of activity levels in terms of exports, automation, response to consumer pressures and R&D is size of firms and length of time in business. AAFC should consider developing a highly focused SME strategy which reflects an understanding of the specific challenges and requirements of this segment of the food processing industry, especially with respect to assisting these companies to become more automated, more active exporters and generally more competitive in both domestic and international markets.

2. There are opportunities to raise levels of awareness of the benefits of CETA and TPP within the food processing industry as a whole, and to clearly articulate the significant potential these trade agreements offer the sector. An outreach strategy could incorporate data and evidence based on success stories to showcase the positive impact of participation in these agreements.

3. Many food processors are open to being transparent with consumers by providing more information on product labels, packaging and on their corporate websites. The data suggests that processors are interested in staying ahead of the curve when it comes to consumer trends. They are motivated by a strong sense of ethical or moral commitment to 'doing the right thing,' but also by market forces. However, more could be done to assist processors, especially those outside of Quebec and British Columbia, to help them meet or exceed consumer demands and preferences for information about the products they produce. In addition, in future surveys it would be helpful to gauge the extent to which food processors' views are aligned with producers when it comes to addressing consumer expectations. This would mean ensuring that the series of questions on this topic are asked in both surveys in a way that ensures results can be compared across the two stakeholder groups.

4. With respect to automation and R&D, it would be useful to explore in a more qualitative manner some of the barriers or inhibitors, in addition to financial assistance, which need to be addressed to encourage greater activity among processors in these areas.

5. In terms of survey administration, prior to undertaking the next wave of surveys with food processors a full review of the process should be conducted to determine how it could be further streamlined and made more efficient from the processors' perspective. Although many of those interviewed had a high level, global perspective on their business and were able to respond to questions about export activity, public pressures, automation and R&D, some felt the need to consult others in their organization in order to provide a more accurate or more detailed response. It may be the case that interviews should be undertaken in stages. Although this is more time consuming, it may yield higher quality responses and ultimately be less onerous for respondents. This would mean contacting the firm, identifying the individual to be approached for an interview, sharing some information about the specific questions to be asked (by e-mail) and permitting them some time to gather their responses. An initial telephone interview could be conducted, followed by collection of additional data by an e-mail/online survey which would permit the respondent to consult internally, as necessary.

6. Finally, if permissible, we would recommend collecting contact information at the end of the survey for those food processors who are amenable to a follow-up interview. This would provide AAFC the opportunity to go back to respondents in order to conduct a short interview and probe around areas of the survey, and responses, which would benefit from a deeper understanding.

XIII. Survey Methodology

Survey Methodology

The Strategic Counsel undertook a telephone survey of 406 food processors between March and June 2017. The extended field time was a factor of having to:

- First identify the individual within the organization best suited to respond to the survey;
- Subsequently arrange an interview at a time/date that was convenient; and
- Frequently call back the respondent to complete the interview and/or to clarify information provided.

This report presents the findings of this survey as they reflect the information and views provided by food processors representing a range of types of business and across all provinces and territories in Canada.

A Rationale for the Approach Taken

In 2017, the AAFC Strategic Issues survey was conducted by telephone, as this approach was ultimately the most efficient.

The rationale for employing a telephone survey was a factor of a number of issues and challenges with the alternatives, including an online methodology in particular. Many of the issues are inter-related and are detailed below:

Target audience coverage – Perhaps the most significant issue is that currently no online panel of food processors currently exists, making it difficult to receive a sample online.

Availability of sample – Dun & Bradstreet (D&B) remains the best source of sample for agriculture processors in terms of completeness and ability to target to ensure representation from all provinces and across all sub-sectors. The D&B sample includes telephone numbers only.

Timeliness – Both telephone and online surveys can be completed within a reasonable timeframe, however the recruit-to-online approach would require call-backs and reminders as response rates tend to be lower for this approach. We believe this approach would have taken even longer in field and required additional interviewing time to follow-up with respondents who committed to doing the survey online.

Cost – Telephone is deemed to be most cost efficient in this case, taking all issues into consideration, and primarily because the largest component of cost is making the initial connection with the respondent and screening to ensure they meet the criteria to complete the survey. Once the respondent has been qualified, the additional cost to complete the interview is minimal by comparison.

Consistency – Telephone has been the primary methodology for the Strategic Issues Survey of Agricultural Producers throughout the previous four waves. The surveys of producers and processors were intended to be designed such that a portion the questions would be similar (approximately 85-90% overlap), with some sub-sections of the survey containing questions unique to those audiences. The overlap in questions between the two audiences is another reason that it was important to employ the same methodology across both target audiences. The use of completely separate methodologies (i.e. telephone and online) may impact responses and it then becomes difficult to interpret the results, specifically to ascertain whether any difference is a factor of the audience itself (and their perspective) or a factor of the methodology.

In addition to the mentions listed above, the table below offers details on the strengths and weaknesses of each approach:

Methodology	Strengths	Weaknesses
Online Panel	• The main advantage of online is cost (lower than telephone) • Reasonable timeframe for completion	• There are very few online panels of agricultural producers (and none of food processors) in Canada due to limited demand • As a result, coverage by province/region and by sub-sector is low • Existing panels can only guarantee 60-800 completions of minimal coverage of Quebec producers could be expected (fewer are part of the panel) • Results would not be representative by region, sub-sector or size of farm operation
Telephone	• Ability to control the sample, set quotas, monitor and ensure representativeness by region, sub-sector and size of operation • Reasonable timeframe for completion	• Cost • Landline only sample will skew toward older population • Inclusion of a cell-phone only or landline + cell sample would broaden coverage, but will add to the cost of completing the survey
Telephone recruit-to-online and/or option to complete the survey online	• The option to complete the survey online should enhance overall response rates and ensure broader representation/coverage by age groups and types of farm operations	• The inclusion of an online component will add to the overall study cost (additional programming requirements and need to call-back/monitor online completions)
Purchase of email lists from associations and/or trade magazines (food processor sample only)	• Provides an option to extend coverage • Higher response rates can be expected if the survey is co-branded (i.e., AAFC and Association or publication)	• Sample of subscribers or association members may/may not be representative • Target completions (n=400) cannot be guaranteed • Added challenges of purchasing lists and coordinating with another organization to undertake the survey (i.e., approvals, protocols, etc.) • Cost (associated with purchase of e-mail lists)

TSC did not provide the option of recruit-to-online with this group as it was assumed that the conversion rate would be very low and it would be more effective simply to have the respondent complete the survey at the time of the call, or at a scheduled call-back time.

B Sample Design

The 2017 research program was designed to complete a minimum of 400 interviews by telephone with food processors. In total, 406 respondents completed the survey. The margin of error for the total survey sample is +/- 4.84%, 95 times out of 100. Please note that margins of error will be higher for sub-samples (i.e. by type of processor or by region).

To obtain a full sample of food processors in Canada*, The Strategic Counsel* relied on several sources including the *Dun & Bradstreet* database (SIC code 20, shown below) and the *Canadian Company Capabilities Section from ISDE* (codes 31-33). A review of both sources was undertaken in order to create a complete list, removing duplicate entries or companies with multiple locations, and to generate a full count of all food processing/food manufacturers in Canada. All categories were decided upon in conjunction with AAFC prior to drawing the final sample to ensure they reflected the type of companies that AAFC seeks to include in the survey.

SIC Code	Category	SIC Code	Category
2011	MEAT PACKING PLANT	2052	MFR COOKIES&CRCKRS
2013	MFR SAUSG/PREP MEAT	2061	MFR CANE SUGAR
2016	PLTRY DRESSING PLNT	2062	CANE SUGAR REFINING
2017	PLTRY/EGG PROCESS.	2063	MFR BEET SUGAR
2021	MFR CREAMERY BUTTER	2065	MFR CONFCTNRY PROD
2022	MFR CHEESE-NAT/PROC	2066	MFR CHOC/COCOA PROD
2023	MFR CNDSD/EVAP MILK	2067	MFR CHEWING GUM
2024	MFR FROZEN DESSERT	2074	MFR COTTONSEED OIL
2026	MFR FLUID MILK	2075	MFR SOYBEAN OIL
2032	MFR CANNED SPCLTS	2076	MFR VEGETABLE OIL
2033	MFR FOODSTUFFS	2077	MFR ANIMAL FATS&OIL
2034	MFR DRY/DHYD FDSTFF	2079	MFR MARG/OILS&FATS
2035	MFR PICKLED FDSTFF	2082	MFR MALT BEVERAGES
2037	FRZN FRTS,VEG,JUICE	2083	MFR MALT
2038	MFR FROZEN SPCLTS	2084	MFR WINES/BRANDY
2041	MFR GRAIN MILL PROD	2085	MFR ALCOHOL SPIRITS
2043	MFR CEREALS-BRKFST	2086	MFR CARB BEV/WATER
2044	MFR RICE MILLING	2087	MFR FLV EXTRCT/SYRP
2045	MFR BLND/PREP FLOUR	2091	MFR CANNED SEAFOOD
2046	MFR WET CORN MLLNG	2092	MFR FROZEN SEAFOOD
2047	MFR PET FOOD	2095	MFR ROASTED COFFEE
2048	MFR ANML FEED,PREP	2097	MANUFACTURED ICE
2051	MFR BAKERY PROD	2098	MFR PASTA PRODUCTS
		2099	MFR FOOD PREP

Each respondent was screened to ensure they would only qualify if they hold or share the primary responsibility for making decisions about the operation.

C Questionnaire Design and Pretesting

The questionnaire was designed in close consultation with AAFC. Given the range of topics that AAFC wished to cover, although the survey was targeting a length of approximately 15 minutes, it ultimately took food processors an average of 25-30 minutes to complete.

We recommend that length be closely reviewed and that the survey be edited for future iterations. It may be advisable to conduct the survey in two parts, applying an identifying code to processors who participate in both parts in order to be able to link their survey responses across all questions.

A pre-test was conducted to assess length, issues with flow and comprehension and minor adjustments were made.

D Fieldwork

As noted, the survey required a series of initial and follow-up calls both due to the challenges inherent in identifying the most appropriate individual, but also to the nature of the questions being asked and the survey length. Interviews were conducted between March and June 2017. Some follow-up calls were also required among a small number of food processors in July 2017 to clarify responses to specific questions.

Interviewers with previous experience in conducting surveys with Canadian business executives were utilized to maximize results.

All surveys were programmed in both official languages and respondents were offered their choice of the language in which they preferred to complete the survey.

On average, 3.5 calls were made to initially reach each participant, once identified.

E Weighting

The survey data was weighted against the most recent data from Dun & Bradstreet in order to ensure the processor sample is representative of the population. The data was weighted by both province and employee size.

Of note:

- The sample is slightly overweight in the 100-249 employee category and underweight in the 1000+ employee category.
- The sample is slightly overweight in Ontario and underweight in Quebec (in terms of the total distribution by province).
- Numbers outside of Canada did not need to be weighted.

The chart below illustrates the weighting scheme employed.

Processor Survey – Weighting By Province and Employee Size												
	Under 100		100 to 249		250 to 499		500 to 999		1000+		Total	
	D&B	Survey	D&B	Survey	D&B	Survey	D&B	Survey	D&B	Survey	D&B	Survey
NF/NL	1.34%	1.84%	0.07%	0.00%	0.04%	0.00%	0.01%	0.26%	0.37%	0.00%	1.84%	2.11%
NS	2.96%	5.26%	0.11%	0.53%	0.07%	0.00%	0.01%	0.00%	0.41%	0.00%	3.57%	5.79%
PEI	0.75%	1.05%	0.03%	0.26%	0.00%	0.00%	0.00%	0.00%	0.11%	0.00%	0.89%	1.32%
NB	2.13%	2.63%	0.23%	0.53%	0.07%	0.53%	0.00%	0.00%	0.36%	0.00%	2.79%	3.68%
QC	22.14%	14.21%	0.75%	1.05%	0.25%	0.26%	0.10%	0.53%	3.01%	0.00%	26.24%	16.05%
ON	29.07%	32.89%	0.67%	5.00%	0.27%	0.53%	0.22%	1.05%	4.35%	1.05%	34.53%	40.53%
MB	2.32%	2.11%	0.07%	0.53%	0.00%	0.26%	0.01%	0.00%	0.71%	0.26%	3.12%	3.16%
SK	2.63%	2.89%	0.08%	0.00%	0.00%	0.00%	0.00%	0.00%	0.52%	0.26%	3.24%	3.16%
AB	6.15%	7.63%	0.12%	0.53%	0.03%	0.26%	0.01%	0.26%	1.76%	0.00%	8.06%	8.68%
BC	13.35%	12.11%	0.40%	2.11%	0.11%	0.53%	0.01%	0.00%	1.76%	0.53%	15.63%	15.26%
NU	0.03%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.03%	0.00%
YT	0.08%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.08%	0.00%
NT	0.11%	0.26%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.11%	0.26%

Call Dispositions

The table below reports the final call dispositions for the total sample dialed. Based on this, the response rate for the telephone survey conducted is 20 percent.

This was calculated according to MRIA standards using the empirical method of response rate calculation:

The number of responding participants (completed, disqualified, and over-quota participants- 980)

DIVIDED BY

The sum of:

- **the unresolved numbers (busy, no answer, voicemail - 2003)**
- **the non-responding processors (refusals, language barriers, missed call-backs - 2037)**
- **the responding processors (980)**

	N
Total numbers attempted	41240
UNRESOLVED NUMBERS (U)	**2003**
Busy	
No Answer	
Voicemail	
RESOLVED NUMBERS (Total minus U)	39237
Invalid	958
Non-business	
Not-in-service (NIS)	958
Fax/modem	
IN SCOPE NON-RESPONDING (IS)	**2037**
Refusals – business	236
Refusals – respondent	1782
Language barrier	-
Callback missed/respondent not available/ill	-
Break-offs (interview not completed)	19
IN SCOPE RESPONDING (R)	**980**
Disqualified	575
Quote filled	
Completed	405
RESPONSE RATE [R / (U + IS + R)]	**20%**

Appendix A: Quantitative Research Instruments

A Processors Survey (English)

PROCESSORS SURVEY – AAFC Strategic Issues Survey (Wave 5) – FINAL (Feb. 2, 2017)

A. INTRODUCTION

Introduction:

Good morning/afternoon/evening. My name is _______________ and I am calling from the Strategic Counsel, a public opinion research company. Would you prefer that I continue in English or French? Préférez-vous que je continue en français ou en anglais? We are conducting a study of Canadian food processors and manufacturers on behalf of Agriculture and Agri-Food Canada about some important issues facing this sector. Your participation is voluntary and the survey will take only about 15 minutes to complete. Please be assured that your identity and individual answers will be kept strictly confidential.

We are looking to speak with someone in your firm who has responsibility for business strategy and/or operations. Would this be you or someone else? Some of our questions pertain your export business, if you are an exporter, as well as food labeling and R&D. We would be happy to schedule this interview to allow others to participate.

IF YES, CONTINUE

IF NO, REQUEST CONTACT INFORMATION FOR APPROPRIATE INDIVIDUAL

Any information you provide will be administered in accordance with the Privacy Act and other applicable privacy laws. Your decision to participate or not will not affect any dealings you may have with the Government of Canada in any way. This survey is registered with the national survey registration system.

IF ASKED: The registration system has been created by the Canadian survey research industry to allow the public to verify that a survey is legitimate, get information about the survey industry or register a complaint. **PROVIDE NUMBER IF REQUESTED**

(PN: SURVEYS TO BE PRE-CODED BASED ON SIC CODES – IDENTIFICATION OF SECTOR/SUB-SECTOR)

B. SCREENING QUESTIONS

A. What is your position within the firm?

01. VP, Operations
02. VP, Business Strategy
03. VP, Marketing
04. CEO
05. Owner/Operator
98. Other: Specify ________________________

B. Is your firm a Canadian-owned and/or based business (i.e., with headquarters in Canada)?

01. Yes **(CONTINUE TO C THEN E)**
02. No, **(SKIP TO D THEN E)**

C. In which province or territory is your firm's headquarters located?

01. Newfoundland
02. Nova Scotia
03. Prince Edward Island
04. New Brunswick
05. Quebec
06. Ontario
07. Manitoba
08. Saskatchewan
09. Alberta
10. British Columbia
11. Northwest Territories
12. Yukon
13. Nunavut

D. Where are your headquarters located?

01. North America
02. Central America
03. South America
04. Asia
05. Europe
06. Australia
07. Middle East/Africa
08. Russia
99. Other: Specify ___________________________________

E. And, in which provinces or territories does your firm have operations? **MULTIPLE RESPONSES ACCEPTED.**

01. Newfoundland
02. Nova Scotia
03. Prince Edward Island
04. New Brunswick
05. Quebec
06. Ontario
07. Manitoba
08. Saskatchewan
09. Alberta
10. British Columbia
11. Northwest Territories
12. Yukon
13. Nunavut

14. No operations in Canada **(TERMINATE IF NO OPERATIONS IN CANADA AND NOT HEADQUARTERED IN CANADA)**

F. How many people does your company employ?

01. Up to 99
02. 100- 250
02. 250-499
03. 500-999
04. 1000 or more

G. What is your company's sales revenue?

01. Under $10 million
02. $10-$25 million
03. $25-S50 million
04. $50-$75 million
05. $75 to just under $100 million
06. $100 million or more

H. Does your firm export?

01. Yes
02. No

I. Language of interview – **RECORD**

01. English
02. French

MAIN QUESTIONNAIRE

B. EXPORTING BEHAVIOURS AND AWARENESS OF TRADE AGREEMENTS

ASK ONLY THOSE WHO RESPONDED 'YES' AT H. ALL OTHERS SKIP TO Q.8.

We'd like to know a bit more about your international business strategy and the extent to which your business exports.

1. Approximately what percent of your company's annual revenues are obtained from exporting? Please provide a number ranging from 0% to 100%. If you are not sure, please estimate.

__________% FORCE A RESPONSE RANGING FROM 0% TO 100%

2. Which markets does your company currently export to?

	Yes	No	Not sure
United States	❑	❑	❑
Mexico and/or Latin and/or South America	❑	❑	❑
Europe	❑	❑	❑
Middle East and/or Africa	❑	❑	❑
China and/or Hong Kong and/or Taiwan	❑	❑	❑
India and/or Pakistan and/or Southeast Asia	❑	❑	❑
Russia	❑	❑	❑
Japan and/or Korea and/or Australasia	❑	❑	❑

3. **IF 'YES' TO U.S. AT Q.2, ASK:** Approximately what percent of your total exports are to the United States? Please provide a number ranging from 0% to 100%. If you are not sure, please estimate.

__________*% FORCE A RESPONSE RANGING FROM 0% TO 100%*

IF 'YES' TO U.S. ONLY AND 'NO' TO ALL OTHERS AT Q.2, SKIP TO Q.6. ALL OTHERS CONTINUE TO Q.4.

4. Thinking about the volume your company exports to regions and countries other than the United States, over the next two years do you expect that this will … (READ LIST)?

   Increase significantly
   Increase somewhat
   Stay about the same
   Decrease somewhat
   Decrease significantly

5. **(IF 'STAY SAME' OR 'DECREASE' AT Q.4, ASK)** What are the main reasons why your company is not planning to increase exports to these regions? Are there any other reasons? **DO NOT READ. ACCEPT UP TO 3 RESPONSES.**

   01 – Financial barriers
   02 – Economic factors (i.e., value of the Canadian dollar)
   03 – Cultural/language barriers
   04 – Logistics
   05 – Lack of international partners
   06 – Lack of corporate expertise
   07 – Challenges meeting standards and/or regulatory requirements
   08 – Stiff competition in these markets
   98 – Other: Specify ______________________________________

6. What, if anything could government do to assist your company to increase exports beyond the United States? **READ LIST. MULTIPLE RESPONSES ACCEPTED.**

   01 – Financial assistance
   02 – Export insurance
   03 – Risk assessment/analysis
   04 – Identification of regional or country-specific export opportunities
   05 – Development of regional or country-specific export strategies/plans
   06 – Provide data/statistics on export markets/opportunities
   07 – General export counselling
   08 – Assistance in navigating regulations, permits, international laws and agreements
   09 – Assistance in understanding regional or country-specific labeling requirements
   09 – Development of key buyer contacts
   10 – Support to navigate regional or country-specific distribution channels
   11 – Assistance with in-market promotions
   98 – Other: Specify ______________________________________
   99 – None of these would be useful (VOLUNTEERED)

7. What are the top 3 ways in which the government could do to assist your company? **RE-READ LIST FROM Q.6, AS NECESSARY.** Are there other things, apart from those mentioned? **LIST IN ORDER OF PRIORITY 1-3.**

   1. _________________
   2. _________________
   3. _________________

ALTERNATE Q.8 AND Q.9 – HALF SAMPLE TO ANSWER Q.8 FIRST/HALF SAMPLE TO ANSWER Q.9 FIRST.

8. Canada has entered into a number of tentative trade agreements. Thinking about the Comprehensive Economic and Trade Agreement (otherwise known as CETA – FOR INTERVIEWERS: pronounced seeta) with the European Union, which of the following statements best reflects what impact, if any, it could have on your company?

   Offers significant benefits
   Offers some benefits
   No impact one way or another
   Presents some challenges
   Presents significant challenges
   Not aware of CETA (Volunteered)

9. Similarly, which of the following statements best reflects what impact, if any, the Trans-Pacific Partnership (TPP) could have on your company?

   Offers significant benefits
   Offers some benefits
   No impact one way or another
   Presents some challenges

Presents significant challenges
Not aware of TPP (Volunteered)

10. **(IF 'OFFERS BENEFITS' AT EITHER Q.8 OR Q.9, ASK)** To what extent will your company benefit from each of the following as a result of either or both of these trade agreements? (**RANDOMIZE)**

    a. Expanded access to existing markets
    b. Access to new markets
    c. Increased revenues
    d. Creation of new jobs
    e. Greater transparency in rules for market access
    f. Reinforcement of intellectual property rights

    01. A great deal
    02. Somewhat
    03. Not that much
    04. Not at all

11. Are there any other benefits to your company from Canada's participation in these types of trade agreements?

12. **(IF 'PRESENTS CHALLENGES AT EITHER Q.8 OR Q.9, ASK)** How much of a challenge do each of the following present to your company as a result of either or both of these trade deals? **(RANDOMIZE)**

    a. Meeting procurement rules and regulations
    b. Meeting environmental standards
    c. Increased competition from trading partners
    d. Greater transparency in rules for market access
    e. Reinforcement of intellectual property rights

    01. Significant
    02. Moderate
    03. Minor
    04. None

13. Are there any other challenges for your company that result from Canada's participation in these types of trade agreements?

D. GROWING FORWARD 2

14. Have you seen, heard or read anything about … **(Same as Producer question #10)**

a. Growing Forward or Growing Forward 2?
b. Consultations on the next agricultural policy?

01. Yes
02. No SKIP TO TEXT BEFORE Q.16a
99. Not sure SKIP TO TEXT BEFORE Q.16a

15a. **(IF 'YES' TO Q14A)** Where did you see, hear or read about this? **(Same as Producer question #11a)**

TELEPHONE: DO NOT READ – CODE UP TO THREE

01 - Television
02 - Radio
03 - Newspaper
04 - Magazines
05 - Local weekly newspaper
06 - Pamphlet/brochure in the mail
07 - Outdoor billboards
08 - Public transit
09 - Internet/Website banner
10 - Word of mouth (from friends, neighbours, colleagues)
11- Professional/Trade Association
12 - Fair/exhibition/trade show
13 - AAFC web site
14 - Canada.ca website (NOTE TO INTERVIEWERS: THIS IS THE MAIN FEDERAL GOVT. WEBSITE)
15 - Agri-info newsletter (AAFC's e-newsletter)
16 - Provincial agriculture department web site
17 - Social media (Facebook, Twitter, YouTube, etc.)
98 - Other (SPECIFY ______________________)
99 - Not sure

15b. **(IF YES TO Q14B)** Where did you see, hear or read about this? **(Same as Producer question #11b)**
TELEPHONE: DO NOT READ – CODE UP TO THREE

01 - Television
02 - Radio
03 - Newspaper
04 - Magazines
05 - Local weekly newspaper
06 - Pamphlet/brochure in the mail
07 - Outdoor billboards
08 - Public transit
09 - Internet/Website banner
10 - Word of mouth (from friends, neighbours, colleagues)
11- Professional/Trade Association
12 - Fair/exhibition/trade show
13 - AAFC web site

14 - Canada.ca website (NOTE TO INTERVIEWERS: THIS IS THE MAIN FEDERAL GOVT. WEBSITE)
15 - Agri-info newsletter (AAFC's e-newsletter)
16 - Representative of AAFC (program manager or other departmental representative)
17 - An invitation to participate in the consultations
18 - Provincial agriculture department web site
19 - Social media (Facebook, Twitter, YouTube, etc.)
98 - Other (SPECIFY ______________________)
99 - Not sure

C. PUBLIC TRUST

In these next few questions, we would like to understand the ways in which your company is responding to external public pressures or events.

16a. Which of the following measures, programs or practices has your company implemented? **RANDOMIZE ITEMS 01-05. READ LIST AND CHECK ALL THAT APPLY. (Similar to Producer question #17a)**

01. Environmental stewardship programs
02. Humane animal welfare practices
03. Enhanced food safety measures
04. Implementation of food safety codes or standards
05. Food waste programs

OR

06. I have not implemented any of these measures, programs or practices – **VOLUNTEERED**

16b. And, which of the following have you implemented? **RANDOMIZE ITEMS 01-05. READ LIST AND CHECK ALL THAT APPLY. (Similar to Producer question #17b)**

01. Water conservation measures
02. Sustainable packaging programs
03. Sustainable transportation programs
04. More energy efficient/clean technologies (i.e., energy efficient chillers, etc.)
05. Climate change strategy

OR

06. I have not implemented any of these measures, programs or practices – **VOLUNTEERED**

IF 'NOT IMPLEMENTED' AT BOTH Q.16A AND 16B, SKIP TO Q.18

17. How important are each of the following as reasons for implementing these measures, programs or practices? **RANDOMIZE ITEMS A-E. (Same as Producer question #18)**

a. To respond to consumer demands or public pressure
b. To respond to demands from the businesses you supply
c. To maintain market access
d. To reduce the likelihood of tighter regulations being imposed in each of these areas

e. Because it's the right thing to do

01. Not important at all
02. Slightly important
03. Moderately important
04. Very important

18. How familiar would you say your management team is with any of the following terms or phrases? **(RANDOMIZE) (Same as Producer question #19)**

    a. Corporate social responsibility
    b. Social license
    c. Maintaining public trust

    01. Very familiar
    02. Somewhat familiar
    03. Not very familiar
    04. Not at all familiar **SKIP TO Q.20**

19. **(IF VERY/SOMEWHAT FAMILIAR AT ANY OF Q.18A-C)** Where do you get most of your information about this topic? Any other sources? **DO NOT READ. ACCEPT UP TO 2 RESPONSES. USE LIST BELOW AS PRE-CODES. (Same as Producer question #20)**

    01. News media
    02. Magazines
    03. Pamphlets/brochures in the mail
    04. Word of mouth (from friends, neighbours, colleagues)
    05. Purchasers or buyers of your products
    06. Professional/Trade Association (i.e., a commodity association)
    07. AAFC website
    08. Canada.ca website (NOTE TO INTERVIEWERS: THIS IS THE MAIN FEDERAL GOVT. WEBSITE)
    09. Other websites
    10. Agri-info newsletter (AAFC's e-newsletter)
    11. Social media (FaceBook, Twitter, YouTube, etc.)
    98. Other (SPECIFY ______________________)

20. To what extent do public perceptions about agriculture and food production currently impact the way your business operates and the decisions you make? **READ RESPONSES. (Same as Producer question #21)**

    01. No impact
    02. Very low impact
    03. Low impact
    04. Moderate impact
    05. High impact
    06. Very high impact

21. In your view, which of the following are the 3 most important considerations in terms of building or maintaining public trust in Canada's food processing and manufacturing sector? **RANDOMIZE LIST. READ AGAIN AS NECESSARY.** **(Similar to Producer question #22)**

    TOP 3 CONSIDERATIONS:
    1.
    2.
    3.

    01. Environmental management
    02. Food safety
    03. Water conservation
    04. Labour practices (including worker safety, hiring and labour conditions)
    05. Affordability of food
    06. Biotechnology, for example acceptance of genetic modification

22. Apart from these, are there any other issues or considerations that are important to building or maintaining public trust in the agricultural and agri-food sector? **INCLUDE OPTION FOR 'NONE.'** **(Same as Producer question #23)**

1. 2. 3.

D. MADE IN CANADA AND FOOD LABELING

You are now about half way through the survey. The next few questions pertain to how consumers' interests in knowing more about the ingredients contained in food products and where products are made impacts your business, if at all.

23. To what extent has each of the following consumer trends had an impact on your business? **RANDOMIZE A-D.**

    a. Interest in knowing more about where food comes from
    b. Interest in making sustainable food choices
    c. Interest in knowing more about food technologies or how food is made
    d. Interest in knowing more about the ingredients

    01. No impact
    02. Very low impact
    03. Low impact
    04. Moderate impact
    05. High impact
    06. Very high impact
    99. Not sure

24. Please indicate whether you agree or disagree with each of the following statements? **RANDOMIZE A-D.**

    a. Our company tends to lead in the marketplace in terms of being transparent about how our products are made.
    b. Our company tends to lead in the marketplace in terms of being transparent about where we source ingredients from.
    c. Our company tends to lead in the marketplace in terms of providing information on the product label.
    d. Providing more information to consumers about how and where our products are made is an important way in which we differentiate ourselves from our competitors.

    01. Strongly disagree
    02. Disagree
    03. Neither agree nor disagree
    04. Agree
    05. Strongly agree
    99. Don’t Know/Not sure **(VOLUNTEERED)**

25. Consumers are paying closer attention to food and beverage labels. How easy or difficult would it be for your company to provide the following type of information on product labels? **(RANDOMIZE A-C).**

    a. Information about the health benefits associated with the product
    b. Information about the process involved in making the product
    c. Information about where the ingredients were sourced from

    01. Very easy
    02. Easy
    03. Difficult
    04. Very difficult
    99. Not sure

26. In addition to mandatory labeling requirements such as listing allergens and the best before date, what other information does your company voluntarily communicate on your product packaging? **READ LIST. ACCEPT MULTIPLE RESPONSES.**

    01. Consumer values – for example: local, fair trade, halal, kosher, natural
    02. Environmental values – for example: carbon footprint, sustainably sourced/raised
    03. Production methods – for example: organic, GMO-free, raw, irradiated
    04. Animal welfare practices – for example: certified humane, antibiotic/hormone/pesticide-free
    05. Origin – for example: product of Canada, geographic indicator such as VQA wine
    06. Health and nutrition – for example: nutrient or health claim such as low sodium
    98. Other (SPECIFY _______________________)
    99. None of the above **[EXCLUSIVE. GO TO Q.29]**

[PN: IF 01, 02, 03, 04, 05 AND 06 ALL CHECKED AT Q.26, SKIP TO Q.29. ALL OTHERS ASK Q.27 AND Q.28.]

27. Are you considering adding any of these to the information on your product packaging within the next 3 years?

    01. Yes
    02. No **(SKIP TO Q.29)**
    99. Not sure **(SKIP TO Q.29)**

28. What information are you considering including on product packaging in the near future? **READ LIST. ACCEPT MULTIPLE RESPONSES. [PN: ASK ONLY THOSE STATEMENTS NOT CHECKED AT Q.26]**

    01. Consumer values – for example: local, fair trade, halal, kosher, natural
    02. Environmental values – for example: carbon footprint, sustainably sourced/raised
    03. Production methods – for example: organic, GMO-free, raw, irradiated
    04. Animal welfare practices – for example: certified humane, antibiotic/hormone/pesticide-free
    05. Origin – for example: product of Canada, geographic indicator such as VQA wine
    06. Health and nutrition – for example: nutrient or health claim such as low sodium
    98. Other (SPECIFY ______________________)
    99. None of the above **[EXCLUSIVE]**

29. In addition to, or instead of, information contained on product packaging, in what other ways do you inform your customers about product attributes? I'm going to read you a list and please let me know if your company uses any of the following. **READ LIST. ACCEPT ALL THAT APPLY.**

    01. 3rd party certification programs, logos, symbols or QR codes represented by programs such as the Non-GMO Project and Rainforest Alliance
    02. Company-specific program, logo, symbol or QR code
    03. Customer service number
    04. Company website
    98. Other (SPECIFY ______________________)

E. INNOVATION, AUTOMATION, RESEARCH AND DEVELOPMENT

Now, we have a few questions about innovation in the agriculture, agri-food and agri-based products sector.

30. How would you describe your business in terms of the current level of automation? **READ LIST. ACCEPT ONE RESPONSE ONLY.**

    01. Not automated
    02. Minimally automated
    03. Partially automated
    04. Mostly automated
    05. Fully automated

31. How important is increasing the level of automation to your overall business growth and success?

    01. Not at all important

02. Slightly important
03. Moderately important
04. Very important

32. Over the next five years, do you expect your company to be undertaking … **(READ LIST. ACCEPT ONE RESPONSE ONLY)?**

Significantly more automation of production processes and systems
Somewhat more automation
No change

33. **IF 'NOT AUTOMATED' AT Q.30 AND 'NOT IMPORTANT AT ALL' AT Q.31 AND 'NO CHANGE' AT Q.32, SKIP TO Q.34.** How important are each of the following in motivating your company to automate? **RANDOMIZE A-F. READ LIST. ACCEPT ONE RESPONSE ONLY.**

a. Reducing production costs
b. Improving working conditions and personnel safety
c. Improving product safety
d. Improving the overall quality of your products
e. Replacing obsolete or older technologies
f. Obtaining access to more detailed process information (i.e., process performance data)

01. Not at all important
02. Slightly important
03. Moderately important
04. Very important

34. How much of a barrier is each of the following in terms of introducing greater automation to your business processes? **RANDOMIZE ITEMS A-F. READ LIST. (Similar to Producer question #25)**

a. Cost/initial capital outlay
b. Lack of familiarity with available automation technologies
c. Lack of time to implement new automation technologies
d. Lack of information to be able to assess how further automation will add value to your business
e. Lack of technical expertise to implement new technologies
f. Cost of training and hiring associated with the new systems
g. Ongoing maintenance costs
h. Level of risk for the return on investment
i. Internal resistance within your corporate culture to increased automation
j. Physical space and flow constraints

01. Not a barrier
02. Somewhat of a barrier
03. Moderate barrier
04. Extreme barrier

35. What assistance, if any, does your company need in order to help your business become more automated? **READ LIST. ACCEPT ALL THAT APPLY.**

01. Financial assistance to invest in new equipment/cover initial capital outlay
02. Tax credits/allowances for investments in new equipment
03. Training for operators
04. Consulting for system optimization
98. Other (SPECIFY ______________________)
99. None – we are unlikely to automate our business/not the type of business that can automate **(VOLUNTEERED)**

36. Turning now to research and development on new products and manufacturing processes, would you say that your company … **(READ LIST. ACCEPT ONE RESPONSE ONLY)?**

Undertakes a significant amount of research and development (R&D)
Undertakes a modest amount of research and development (R&D)
Does not undertake any research and development (R&D)

37. How important are each of the following as motivators to investing in research and development? **RANDOMIZE A-F. READ LIST. ACCEPT ONE RESPONSE ONLY.**

a. Improved competitive advantage
b. Reduce manufacturing costs
c. Attract new customers
d. Stay ahead of market trends
e. Take advantage of R&D tax credits
f. To meet consumer demand for new products

01. Not at all important
02. Slightly important
03. Moderately important
04. Very important

38. Over the next five years, do you expect your company to be undertaking … **(READ LIST. ACCEPT ONE RESPONSE ONLY)?**

Significantly more R&D
Somewhat more R&D
No change in the level of R&D
Somewhat less R&D **(SKIP TO Q.40)**
Significantly less R&D **(SKIP TO Q.40)**

39. What assistance, if any, does your company need in order to maintain or increase the level of R&D undertaken? **DO NOT READ. ACCEPT UP TO 2 RESPONSES.**

01. Financial assistance
02. Tax credits
98. Other (SPECIFY ______________________)

40. What way would you prefer to receive information about the latest agricultural news and developments from AAFC? Is there another way you would like to get information**? DO NOT READ. ACCEPT UP TO 2 RESPONSES. USE LIST BELOW AS PRE-CODES.** (Same as Producer question #33)

01. Traditional mail
02. E-mail
03. Social media (Facebook, Twitter, Blogs, etc.)
04. AAFC website
05. Canada.ca website (NOTE TO INTERVIEWERS: THIS IS THE MAIN FEDERAL GOVT. WEBSITE)
06. Other websites (SPECIFY ______________________)
07. Trade shows, face to face
08. Field days at AAFC research centres
09. Video
10. Webinar
98. Other channels (SPECIFY ______________________)

F. FIRMAGRAPHIC CHARACTERISTICS

Finally, these last few questions will help us analyse your responses.

41. Approximately how long has your company been in business?

❑	Less than 1 year
❑	1 year to less than 5 years
❑	5 years to less than 10 years
❑	10 years to less than 20 years
❑	20 years to less than 30 years
❑	30+ years

42. Does your company …

ROTATE A-B	Yes	No
a. Have a company website	❑	❑
b. Sell products/services online	❑	❑

43. Have you used any social media tools (i.e., LinkedIn, Facebook, Twitter, YouTube, etc.) to market or to promote awareness of your operations and/or products? **(Similar to Producer question #37)**

01. Yes
02. No **SKIP TO END**

44. Which social media tools does your company use most often? Anything else? **DO NOT READ. ACCEPT UP TO 2 RESPONSES. USE LIST BELOW AS PRE-CODES. (Similar to Producer question #38)**

01. Facebook
02. Twitter
03. YouTube
04. Flickr
05. Pinterest
06. Instagram
07. LinkedIn
08. Vine
98 - Other (SPECIFY ______________________)

Thank you very much for your time and participation. The results of the research will be available to the general public, on the Library and Archives website, in the coming months.

B Processors Survey (French)

Sondage auprès des transformateurs d'aliments – Sondage sur les enjeux stratégiques d'AAC (vague 5) – VERSION FINALE (2 février 2017)

A. INTRODUCTION

Introduction :

Bonjour/Bonsoir. Je me nomme ____ et je vous appelle de la part de The Strategic Counsel, une société de recherche sur l'opinion publique. Would you prefer that I continue in English or French? Préférez-vous que je continue en français ou en anglais? Nous menons une étude auprès de transformateurs d'aliments et de fabricants de produits alimentaires pour le compte d'Agriculture et Agroalimentaire Canada sur certaines questions importantes auxquelles les producteurs agricoles canadiens sont confrontés à l'heure actuelle. Votre participation est volontaire et le sondage durera environ 15 minutes. Je tiens à vous assurer que votre identité et vos réponses individuelles demeureront strictement confidentielles.

Nous tenons à parler à une personne de votre entreprise qui est responsable de la stratégie commerciale ou de l'exploitation. Est-ce vous ou quelqu'un d'autre? Certaines de nos questions portent sur vos activités d'exportation, si vous êtes exportateur, ainsi que sur l'étiquetage alimentaire et les activités de recherche et développement (R-D). Nous serions ravis de fixer un rendez-vous pour cette entrevue, afin de permettre à d'autres personnes d'y prendre part.

S'IL S'AGIT DU RESPONSABLE, CONTINUER.

SINON, DEMANDER LES COORDONNÉES DE LA PERSONNE APPROPRIÉE

Tous les renseignements que vous fournissez seront traités conformément à la *Loi sur la protection des renseignements personnels* et à toutes les autres lois applicables en matière de protection de la vie privée. Votre décision de participer ou non à ce sondage n'affectera en rien vos relations avec le gouvernement du Canada. Ce sondage est inscrit dans le système national d'enregistrement des sondages.

SI ON VOUS LE DEMANDE : Le système d'inscription a été mis sur pied par l'industrie canadienne de recherche par sondages, afin de permettre au public de vérifier la légitimité d'un sondage, d'obtenir plus de renseignements au sujet de l'industrie des sondages ou de déposer une plainte. **FOURNIR LE NUMÉRO SI ON VOUS LE DEMANDE.**

(PROGRAMMEUR : PRÉCODAGE DES SONDAGES EN FONCTION DES CODES CTI – IDENTIFICATION DU SECTEUR/SOUS-SECTEUR)

B. QUESTIONS DE RECRUTEMENT

A. Quel poste occupez-vous au sein de l'entreprise?

01. V.-p., exploitation
02. V.-p., stratégie commerciale
03. V.-p., marketing
04. Chef de la direction

05. Propriétaire/exploitant
98. Autre : Préciser ________________________

B. Est-ce que votre entreprise appartient à des intérêts canadiens ou est-elle canadienne (c.-à-d., son siège social est-il établi au Canada)?

01. Oui **(CONTINUER À C, PUIS À E)**
02. Non **(PASSER À D, PUIS À E)**

C. Dans quelle province ou quel territoire se trouve le siège social de votre entreprise?

01. Terre-Neuve-et-Labrador
02. Nouvelle-Écosse
03. Île-du-Prince-Édouard
04. Nouveau-Brunswick
05. Québec
06. Ontario
07. Manitoba
08. Saskatchewan
09. Alberta
10. Colombie-Britannique
11. Territoires du Nord-Ouest
12. Yukon
13. Nunavut

D. Où votre siège social se trouve-t-il?

01. Amérique du Nord
02. Amérique centrale
03. Amérique du Sud
04. Asie
05. Europe
06. Australie
07. Moyen-Orient/Afrique
08. Russie
99. Autre : Préciser ___________________________________

E. Dans quelles provinces ou quels territoires votre entreprise exerce-t-elle des activités? **RÉPONSES MULTIPLES ACCEPTÉES.**

01. Terre-Neuve-et-Labrador
02. Nouvelle-Écosse
03. Île-du-Prince-Édouard
04. Nouveau-Brunswick
05. Québec
06. Ontario

07. Manitoba
08. Saskatchewan
09. Alberta
10. Colombie-Britannique
11. Territoires du Nord-Ouest
12. Yukon
13. Nunavut
14. N'exerce pas d'activités au Canada **(TERMINER SI AUCUNE ACTIVITÉ N'EST EXERCÉE AU CANADA ET SI LE SIÈGE SOCIAL N'EST PAS AU CANADA)**

F. Combien d'employés votre entreprise compte-t-elle?

01. Jusqu'à 99
02. 100 à 250
02. 250 à 499
03. 500 à 999
04. 1000 ou plus

G. Quel est le chiffre d'affaires de votre entreprise?

01. Moins de 10 millions de dollars
02. 10 à 25 millions de dollars
03. 25 à 50 millions de dollars
04. 50 à 75 millions de dollars
05. 75 millions de dollars à un peu moins de 100 millions de dollars
06. 100 millions de dollars ou plus

H. Votre entreprise exporte-t-elle?

01. Oui
02. Non

I. Langue de l'entrevue – INSCRIRE

01. Anglais
02. Français

QUESTIONNAIRE PRINCIPAL

B. COMPORTEMENTS EN MATIÈRE D'EXPORTATION ET CONNAISSANCE DES ACCORDS COMMERCIAUX

NE POSER LES QUESTIONS QU'AUX PERSONNES QUI ONT RÉPONDU « OUI » À H. POUR LES AUTRES, PASSER À Q.8

Nous aimerions en savoir plus sur votre stratégie de commerce international et la mesure dans laquelle votre entreprise exporte.

1. Quelle proportion, environ, du chiffre d'affaires de votre entreprise est tirée de l'exportation? Veuillez indiquer un nombre compris entre 0 et 100 %. En cas d'incertitude, faites une estimation.

__________ ***% FORCER UNE RÉPONSE COMPRISE ENTRE 0 ET 100 %***

2. Vers quels marchés votre entreprise exporte-t-elle à l'heure actuelle?

	Oui	Non	Incertain
États-Unis	❑	❑	❑
Mexique, Amérique latine ou Amérique du Sud	❑	❑	❑
Europe	❑	❑	❑
Moyen-Orient ou Afrique	❑	❑	❑
Chine, Hong Kong ou Taïwan	❑	❑	❑
Inde, Pakistan ou Asie du Sud-Est	❑	❑	❑
Russie	❑	❑	❑
Japon, Corée ou Australasie	❑	❑	❑

3. **SI « OUI » À ÉTATS-UNIS À Q.2, DEMANDER :** Quelle proportion de vos exportations totales est destinée aux États-Unis? Veuillez indiquer un nombre compris entre 0 et 100 %. En cas d'incertitude, faites une estimation.

__________ ***% FORCER UNE RÉPONSE COMPRISE ENTRE 0 ET 100 %***

SI « OUI » À ÉTATS-UNIS SEULEMENT ET « NON » À TOUS LES AUTRES ÉLÉMENTS DE Q.2, PASSER À Q.6. POUR TOUS LES AUTRES, CONTINUER À Q.4.

4. Pensez au volume des exportations que votre entreprise fait dans les régions et pays autres que les États-Unis. Dans les deux prochaines années, vous attendez-vous à ce que ce volume… (LIRE LA LISTE)?

   Augmente beaucoup
   Augmente un peu
   Reste le même
   Diminue un peu
   Diminue beaucoup

5. **(SI « RESTE LE MÊME » OU « DIMINUE » À Q.4, POSER CETTE QUESTION)** Quelles sont les principales raisons qui expliquent que votre entreprise ne prévoit pas faire davantage d'exportations dans ces régions? Y a-t-il d'autres raisons? **NE PAS LIRE. ACCEPTER JUSQU'À TROIS RÉPONSES.**

   01 – Obstacles financiers
   02 – Facteurs économiques (c.-à-d., valeur du dollar canadien)
   03 – Barrières linguistiques et culturelles

04 – Logistique
05 – Manque de partenaires internationaux
06 – Expertise insuffisante de l'entreprise
07 – Difficultés à se conformer aux normes et aux exigences réglementaires
08 – Concurrence féroce dans ces marchés
98 – Autre : Préciser ___________________________________

6. Que pourrait faire le gouvernement, s'il y a lieu, pour aider votre entreprise à exporter ailleurs qu'aux États-Unis? **LIRE LA LISTE. RÉPONSES MULTIPLES ACCEPTÉES.**

   01 – Aide financière
   02 – Assurance à l'exportation
   03 – Évaluation ou analyse des risques
   04 – Détermination des débouchés par région ou par pays
   05 – Élaboration de plans ou de stratégies d'exportation par région ou par pays
   06 – Mise à disposition de données et de statistiques sur les débouchés et marchés d'exportation
   07 – Conseils généraux en matière d'exportation
   08 – Aide pour s'y retrouver dans la réglementation, les permis, les lois internationales et les accords
   09 – Aide pour comprendre les exigences en matière d'étiquetage par région ou par pays
   09 – Établissement de liens avec des acheteurs clés
   10 – Soutien pour s'y retrouver dans les circuits de distribution par région ou par pays
   11 – Aide relative à la promotion dans les marchés cibles
   98 – Autre : Préciser ___________________________________
   99 – Aucune de ces formes d'aide ne serait utile (NON SUGGÉRÉ)

7. Selon vous, quelles seraient les trois principales formes d'aide que le gouvernement pourrait offrir à votre entreprise? **RELIRE LA LISTE DE Q.6, AU BESOIN.** Y a-t-il d'autres moyens de vous aider, à part ceux déjà mentionnés? **LISTE EN ORDRE DE PRIORITÉ DE 1 À 3.**

   1. ________________
   2. ________________
   3. ________________

ALTERNER Q.8 ET Q.9 – LA MOITIÉ DE L'ÉCHANTILLON RÉPOND D'ABORD À Q.8 ET L'AUTRE MOITIÉ À Q.9 EN PREMIER.

8. Le Canada a conclu un certain nombre d'accords commerciaux provisoires. Pensez à l'Accord économique et commercial global (aussi appelé AECG – INTERVIEWEURS : prononcer A-E-C-G) conclu avec l'Union européenne. Lequel des énoncés suivants décrit le mieux l'incidence qu'il aurait, le cas échéant, sur votre entreprise? (Remarque : cette question sera reformulée si l'AECG est approuvé.)

   Procure d'importants avantages
   Procure certains avantages
   Aucune incidence négative ni positive

Présente certains défis
Présente des défis de taille
Je n’ai pas entendu parler de l’AECG (non suggéré)

9. Dans la même veine, lequel des énoncés suivants décrit le mieux l’incidence qu’aurait le Partenariat transpacifique (PTP), le cas échéant, sur votre entreprise?

   Procure d’importants avantages
   Procure certains avantages
   Aucune incidence négative ni positive
   Présente certains défis
   Présente des défis de taille
   Je n’ai pas entendu parler du PTP (non suggéré)

10. **(SI « PROCURE DES AVANTAGES » À Q.7 OU Q.8, POSER LA QUESTION)** Dans quelle mesure votre entreprise tire-t-elle parti des éléments suivants en raison de l’un ou des deux accords commerciaux précédents? (FAIRE LA ROTATION DES ÉLÉMENTS)

    a. Accès élargi aux marchés existants
    b. Accès à de nouveaux marchés
    c. Accroissement du chiffre d’affaires
    d. Création de nouveaux emplois
    e. Transparence accrue en ce qui concerne les règles d’accès aux marchés
    f. Renforcement des droits de propriété intellectuelle

    01. Beaucoup
    02. Assez
    03. Peu
    04. Pas du tout

11. Votre entreprise retire-t-elle d’autres avantages de la participation du Canada à ce type d’accords commerciaux?

12. (SI « PRÉSENTE DES DÉFIS » À Q.8 OU Q.9, POSER LA QUESTION) À quel point les éléments suivants constituent-ils un défi pour votre entreprise des suites de l’un ou des deux accords commerciaux précédents? **(FAIRE LA ROTATION DES ÉLÉMENTS)**

    a. Respect des règlements en matière d’approvisionnement
    b. Respect des normes environnementales
    c. Concurrence accrue de la part des partenaires commerciaux
    d. Transparence accrue en ce qui concerne les règles d’accès aux marchés
    e. Renforcement des droits de propriété intellectuelle

    01. Important
    02. Modéré

03. Mineur
04. Aucun

13. Votre entreprise est-elle confrontée à d'autres défis qui sont engendrés par la participation du Canada à ce type d'accords commerciaux?

D. PROGRAMME CULTIVONS L'AVENIR 2

14. Avez-vous vu, entendu ou lu quelque chose au sujet du programme... **(Same as Producer question #10)**

a. Cultivons l'avenir ou Cultivons l'avenir 2?
b. Consultations au sujet du prochain cadre stratégique pour l'agriculture?

01. Oui
02. Non PASSER AU TEXTE AVANT Q.16
99. Incertain PASSER AU TEXTE AVANT Q.16

15a. **(SI « OUI » À Q14A)** Où avez-vous vu, entendu ou lu quelque chose au sujet de ce programme? **(Same as Producer question #11a)**

TÉLÉPHONE : NE PAS LIRE – INSCRIRE JUSQU'À TROIS RÉPONSES

01 – Télévision
02 – Radio
03 – Journal
04 – Magazines
05 – Journal hebdomadaire local
06 – Dépliant/brochure par la poste
07 – Panneaux d'affichage extérieurs
08 – Transport en commun
09 – Internet/page d'accueil d'un site Web
10 – Bouche à oreille (amis, voisins, collègues)
11– Association professionnelle/commerciale
12 – Salon commercial
13 – Site Web d'AAC
14 – Site Web Canada.ca (NOTE AUX INTERVIEWEURS : IL S'AGIT DU SITE WEB PRINCIPAL DU GOUVERNEMENT FÉDÉRAL)
15 – Bulletin Agri-info (bulletin électronique d'AAC)
16 – Site Web d'un ministère de l'Agriculture provincial
17 – Médias sociaux (Facebook, Twitter, YouTube, etc.)
98 – Autre (PRÉCISER ______________________)
99 – Incertain

15b. **(SI « OUI » À Q14B)** Où avez-vous vu, entendu ou lu quelque chose au sujet de ce programme? **(Same as Producer question #11b)**
TÉLÉPHONE : NE PAS LIRE – INSCRIRE JUSQU'À TROIS RÉPONSES

01 – Télévision
02 – Radio
03 – Journal
04 – Magazines
05 – Journal hebdomadaire local
06 – Dépliant/brochure par la poste
07 – Panneaux d'affichage extérieurs
08 – Transport en commun
09 – Internet/page d'accueil d'un site Web
10 – Bouche à oreille (amis, voisins, collègues)
11– Association professionnelle/commerciale
12 – Salon commercial
13 – Site Web d'AAC
14 – Site Web Canada.ca (NOTE AUX INTERVIEWEURS : IL S'AGIT DU SITE WEB PRINCIPAL DU GOUVERNEMENT FÉDÉRAL)
15 – Bulletin Agri-info (bulletin électronique d'AAC)
15 – Représentant d'AAC (gestionnaire de programme ou autre représentant ministériel)
17 – Invitation à participer aux consultations
18 – Site Web d'un ministère de l'Agriculture provincial
19 – Médias sociaux (Facebook, Twitter, YouTube, etc.)
98 – Autre (PRÉCISER ______________________)
99 – Incertain

C. CONFIANCE DU PUBLIC

Les prochaines questions ont pour but de nous aider à comprendre les moyens utilisés par votre entreprise pour réagir aux pressions du public ou aux événements externes.

16a. Parmi les mesures, programmes ou pratiques ci-dessous, lesquels ont été mis en œuvre par votre entreprise? **FAIRE LA ROTATION DES ÉLÉMENTS 01 À 05. LIRE LA LISTE ET COCHER TOUTES LES RÉPONSES QUI S'APPLIQUENT. (Similar to Producer question #17)**

01. Programmes d'intendance de l'environnement
02. Pratiques sans cruauté respectant le bien-être des animaux
03. Renforcement des mesures en matière de salubrité des aliments
04. Mise en œuvre de codes ou de normes de salubrité alimentaire
05. Programmes de gestion des résidus alimentaires

OU

06. Je n'ai mis en œuvre aucun de ces programmes, mesures ou pratiques – **NON SUGGÉRÉ**

16b. Parmi les éléments suivants, lesquels avez-vous mis en œuvre? FAIRE LA ROTATION DES ÉLÉMENTS 01 À 05. LIRE LA LISTE ET COCHER TOUTES LES RÉPONSES QUI S'APPLIQUENT. **(Similar to Producer question #17b)**

01. Mesures de conservation de l'eau
02. Programmes d'emballages durables
03. Programmes de transport durable
04. Recours à davantage de technologies propres ou écoénergétiques (p. ex., refroidisseurs à haut rendement énergétique)
05. Stratégie de lutte contre les changements climatiques

OU

06. Je n'ai mis en œuvre aucun de ces programmes, mesures ou pratiques – **NON SUGGÉRÉ**

SI « JE N'AI MIS EN ŒUVRE AUCUN... » À Q.16A ET À 16B, PASSER À Q.18

17. À quel point chacune des raisons suivantes est-elle importante quand il s'agit de mettre en œuvre ces mesures, programmes ou pratiques? **FAIRE LA ROTATION DES ÉLÉMENTS A À E. (Same as Producer question #18)**

a. Répondre aux demandes des consommateurs ou aux pressions exercées par la population
b. Répondre aux exigences des entreprises qui s'approvisionnent auprès de vous
c. Préserver l'accès aux marchés
d. Réduire la possibilité que chacun de ces domaines soit visé par des règlements plus stricts
e. C'est la chose à faire

01. Pas importante du tout
02. Peu importante
03. Moyennement importante
04. Très importante

18. Selon vous, à quel point votre équipe de direction connaît-elle les diverses expressions ci-dessous? **(FAIRE LA ROTATION DES ÉLÉMENTS) (Same as Producer question #19)**

f. Responsabilité sociale d'entreprise
g. Approbation sociale
h. Maintien de la confiance du public

01. Elle la connaît très bien
02. Elle la connaît assez bien
03. Elle ne la connaît pas très bien
04. Elle ne la connaît pas du tout **PASSER À Q.20**

19. (SI L'ÉQUIPE CONNAÎT TRÈS BIEN OU ASSEZ BIEN L'UN DES ÉLÉMENTS A À C DE LA Q18) Où obtenez-vous principalement de l'information sur ce sujet? Autres sources? **NE PAS LIRE. ACCEPTER**

JUSQU'À DEUX RÉPONSES. UTILISER LA LISTE CI-DESSOUS COMME PRÉCODES. (Same as Producer question #20)

01. Médias d'information
02. Magazines
03. Dépliants/brochures par la poste
04. Bouche à oreille (amis, voisins, collègues)
05. Acheteurs de vos produits
06. Association professionnelle/commerciale (p. ex., une association de producteurs agricoles)
07. Site Web d'AAC
08. Site Web Canada.ca (NOTE AUX INTERVIEWEURS : IL S'AGIT DU SITE WEB PRINCIPAL DU GOUVERNEMENT FÉDÉRAL)
09. Autres sites Web
10. Bulletin Agri-info (bulletin électronique d'AAC)
11. Médias sociaux (Facebook, Twitter, YouTube, etc.)
98. Autre (PRÉCISER ______________________)

20. À quel point les perceptions du public au sujet de l'agriculture et de la production alimentaire ont-elles une incidence sur la façon dont votre entreprise mène ses activités et les décisions qu'elle prend? **LIRE LES RÉPONSES. (Same as Producer question #21)**

01. Aucune incidence
02. Très peu d'incidence
03. Peu d'incidence
04. Incidence modérée
05. Forte incidence
06. Très forte incidence

21. Selon vous, parmi les facteurs suivants, quels sont les trois plus importants pour gagner ou préserver la confiance du public à l'égard du secteur de la transformation des aliments et de la fabrication des produits alimentaires? **FAIRE LA ROTATION DES ÉLÉMENTS DE LA LISTE. RELIRE AU BESOIN. (Similar to Producer question #22)**

TROIS FACTEURS LES PLUS IMPORTANTS :
2.
2.
3.

01. Gestion de l'environnement
02. Salubrité des aliments
03. Conservation de l'eau
04. Pratiques de travail (y compris la sécurité des travailleurs et les conditions d'embauche et de travail)
05. Caractère abordable des aliments
06. Biotechnologie, p. ex., l'acceptation de la modification génétique

22. Outre les éléments ci-dessus, y a-t-il d'autres enjeux ou facteurs qui sont importants pour instaurer et préserver la confiance du public à l'égard du secteur agricole et agroalimentaire? **INCLURE « AUCUN » DANS LES CHOIX.** **(Same as Producer question #23)**

1. 2. 3.

D. ALLÉGATION « FABRIQUÉ AU CANADA » ET ÉTIQUETAGE ALIMENTAIRE

Vous avez répondu à près de la moitié des questions. Les prochaines questions portent sur l'incidence qu'a sur votre entreprise, le cas échéant, la volonté des consommateurs à en savoir plus sur les ingrédients contenus dans les produits alimentaires et le lieu de fabrication des produits.

23. Dans quelle mesure chacune des tendances suivantes observées chez les consommateurs a-t-elle une incidence sur votre entreprise? **FAIRE LA ROTATION DES ÉLÉMENTS A À D.**

a. Intérêt concernant la provenance des aliments
b. Volonté de faire des choix alimentaires durables
c. Volonté d'en savoir plus sur les technologies alimentaires et la fabrication des aliments
d. Volonté d'en connaître davantage sur les ingrédients

02. Aucune incidence
03. Très peu d'incidence
03. Peu d'incidence
04. Incidence modérée
05. Forte incidence
06. Très forte incidence
99. Incertain

24. Veuillez indiquer à quel point vous êtes ou non d'accord avec les énoncés suivants. **FAIRE LA ROTATION DES ÉLÉMENTS A À D.**

a. Notre entreprise a tendance à faire office de chef de file sur le marché en matière de transparence sur la fabrication de ses produits.
b. Notre entreprise a tendance à faire office de chef de file sur le marché en matière de transparence sur la provenance de ses ingrédients.
c. Notre entreprise a tendance à faire office de chef de file sur le marché quand il s'agit de fournir des informations sur l'étiquette de ses produits.
d. Le fait de fournir davantage d'informations aux consommateurs sur la fabrication de nos produits et le lieu de fabrication est un excellent moyen de nous démarquer de la concurrence.

01. Pas du tout d'accord
02. Pas d'accord
03. Ni d'accord ni en désaccord
04. D'accord
05. Tout à fait d'accord

99. Je ne sais pas/Incertain **(NON SUGGÉRÉ)**

25. Les consommateurs lisent plus attentivement les étiquettes des produits alimentaires et des boissons. À quel point serait-il facile ou non pour votre entreprise de fournir ce type d'informations sur les étiquettes de vos produits? **(FAIRE LA ROTATION DES ÉLÉMENTS A À C).**

a. Informations sur les bienfaits pour la santé associés au produit
b. Informations sur le procédé de fabrication du produit
c. Informations sur la provenance des ingrédients

01. Très facile
02. Facile
03. Difficile
04. Très difficile
99. Incertain

26. En plus des informations obligatoires à inscrire sur l'étiquette, comme la liste des allergènes et la date de péremption, quels autres renseignements votre entreprise communique-t-elle de son gré sur l'emballage de vos produits? **LIRE LA LISTE. ACCEPTER PLUSIEURS RÉPONSES.**

01. Valeurs des consommateurs – par exemple : produit local, du commerce équitable, halal, casher, naturel
02. Valeurs environnementales – par exemple : empreinte carbone, sources durables, culture ou élevage durable
03. Méthodes de production – par exemple : biologique, sans OGM, cru, irradié
04. Pratiques respectant le bien-être des animaux – par exemple : certifiées sans cruauté, sans antibiotiques, sans hormones et sans pesticides
05. Origine – par exemple : produit du Canada, indicateur géographique comme les vins VQA
06. Santé et nutrition – par exemple : allégation relative à la teneur nutritive ou à la santé, comme faible teneur en sodium
98. Autre (PRÉCISER ______________________)
99. Aucune de ces réponses **[EXCLUSIVE. PASSER À Q.29]**

[PN: SI « 01, 02, 03, 04, 05 ET 06» À Q.26, PASSER À Q.29. POSEZ Q.27 ET Q.28. AUX AUTRES.]

27. Envisagez-vous d'ajouter l'une ou l'autre de ces informations sur l'emballage de vos produits dans les trois prochaines années?

01. Oui
02. No **(PASSER À Q.29)**
99. Incertain **(PASSER À Q.29)**

28. Quels renseignements comptez-vous ajouter sur l'emballage de vos produits dans un avenir rapproché? **LIRE LA LISTE. ACCEPTER PLUSIEURS RÉPONSES. [PN: POSER SEULEMENTS LES ÉLÉMENTS NON SÉLECTIONNÉS À Q.26]**

01. Valeurs des consommateurs – par exemple : produit local, du commerce équitable, halal, casher, naturel

02. Valeurs environnementales – par exemple : empreinte carbone, sources durables, culture ou élevage durable
03. Méthodes de production – par exemple : biologique, sans OGM, cru, irradié
04. Pratiques respectant le bien-être des animaux – par exemple : certifiées sans cruauté, sans antibiotiques, sans hormones et sans pesticides
05. Origine – par exemple : produit du Canada, indicateur géographique comme les vins VQA
06. Santé et nutrition – par exemple : allégation relative à la teneur nutritive ou à la santé, comme faible teneur en sodium
98. Autre (PRÉCISER ______________________)
99. Aucune de ces réponses **[EXCLUSIVE]**

29. À part, ou au lieu, des informations inscrites sur l'emballage de vos produits, quels autres moyens employez-vous pour informer vos clients sur les caractéristiques de vos produits? Je vais lire une liste et j'aimerais que vous me disiez si votre entreprise emploie l'un des moyens suivants. **LIRE LA LISTE. ACCEPTER TOUTES LES RÉPONSES QUI S'APPLIQUENT.**

01. Programmes de certification de tiers, y compris des logos, symboles ou codes QR, comme ceux du projet de produits sans OGM et de la Rainforest Alliance
02. Programme, logo, symbole ou code QR de l'entreprise
03. Numéro du service à la clientèle
04. Site Web de l'entreprise
98. Autre (PRÉCISER ______________________)

E. INNOVATION, AUTOMATISATION, RECHERCHE ET DÉVELOPPEMENT

Maintenant, nous avons quelques questions sur l'innovation dans le secteur de l'agriculture, de l'agroalimentaire et des produits agro-industriels.

30. Quel est le niveau d'automatisation actuel de votre entreprise? **LIRE LA LISTE. N'ACCEPTER QU'UNE RÉPONSE.**

01. Pas automatisée
02. Peu automatisée
03. Automatisée en partie
04. Automatisée en grande partie
05. Entièrement automatisée

31. À quel point l'intensification du niveau d'automatisation de votre entreprise est-elle importante pour la croissance et la réussite globales de votre entreprise?

01. Pas du tout importante
02. Peu importante
03. Moyennement importante
04. Très importante

32. Dans les cinq prochaines années, pensez-vous que votre entreprise… **(LIRE LA LISTE. N'ACCEPTER QU'UNE RÉPONSE)?**

Intensifiera considérablement l'automatisation de ses processus et systèmes de production
Intensifiera un peu l'automatisation de ses processus et systèmes de production
Ne fera aucun changement

33. SI « PAS AUTOMATISÉE » À Q.30 ET « PAS DU TOUT IMPORTANTE » À Q.31 ET « AUCUN CHANGEMENT » À Q.32, PASSER À Q.34. À quel point les résultats suivants sont-ils importants pour inciter votre entreprise à s'automatiser? **FAIRE LA ROTATION DES ÉLÉMENTS A À F. LIRE LA LISTE. N'ACCEPTER QU'UNE RÉPONSE.**

a. Réduire les coûts de production
b. Améliorer les conditions de travail et la sécurité du personnel
c. Rendre les produits plus sécuritaires
d. Améliorer la qualité générale de vos produits
e. Remplacer des technologies désuètes ou moins récentes
f. Avoir des renseignements plus détaillés sur les processus (p. ex, données sur la performance des processus)

01. Pas du tout important
02. Peu important
03. Moyennement important
04. Très important

34. À quel point chacun des éléments suivants constitue-t-il un obstacle à l'automatisation accrue de vos processus? **FAIRE LA ROTATION DES ÉLÉMENTS A À F. LIRE LA LISTE. (Similar to Producer question #25)**

a. Mise de fonds initiale/coût
b. Connaissance insuffisante des technologies d'automatisation offertes sur le marché
c. Manque de temps pour mettre en œuvre les nouvelles technologies d'automatisation
d. Informations insuffisantes pour être en mesure d'évaluer quelle sera la valeur ajoutée d'une automatisation accrue pour votre entreprise
e. Compétences techniques insuffisantes pour mettre les nouvelles technologies en œuvre
f. Coût associé à la formation et à l'embauche relatives aux nouveaux systèmes
g. Coûts récurrents d'entretien
h. Risque lié au rendement du capital investi
i. Résistance interne contre l'automatisation accrue au sein de votre culture d'entreprise
j. Contraintes en matière d'espace et de circulation

01. Pas un obstacle
02. Obstacle mineur
03. Obstacle modéré
04. Obstacle majeur

35. De quelle forme d'aide votre entreprise a-t-elle besoin pour devenir plus automatisée? **LIRE LA LISTE. ACCEPTER TOUTES LES RÉPONSES QUI S'APPLIQUENT.**

01. Aide financière afin d'investir dans de nouveaux équipements ou couvrir la mise de fonds initiale
02. Crédits d'impôt ou déductions fiscales pour l'argent investi dans le renouvellement de l'équipement
03. Formation des opérateurs
04. Services-conseils pour l'optimisation des systèmes
98. Autre (PRÉCISER ______________________)
99. Aucune de ces réponses – il est peu probable que nous automatisions nos activités/notre type d'entreprise ne peut être automatisée **(NON SUGGÉRÉ)**

36. Abordons maintenant les activités de recherche et développement qui portent sur les nouveaux produits et procédés de fabrication. Diriez-vous que votre entreprise… **(LIRE LA LISTE. N'ACCEPTER QU'UNE RÉPONSE)?**

Mène beaucoup d'activités de recherche et développement (R-D)
Mène quelques activités de recherche et développement (R-D)
Ne mène aucune activité de recherche et développement (R-D)

37. Quelle est l'importance des motivateurs suivants quand il s'agit d'investir en recherche et développement? **FAIRE LA ROTATION DES ÉLÉMENTS A À F. LIRE LA LISTE. N'ACCEPTER QU'UNE RÉPONSE.**

a. Renforcer son avantage concurrentiel
b. Réduire les coûts de fabrication
c. Attirer de nouveaux clients
d. Suivre les tendances du marché
e. Tirer parti des crédits d'impôt pour la recherche et le développement
f. Répondre à la demande de nouveaux produits qui vient des consommateurs

01. Pas du tout important
02. Peu important
03. Moyennement important
04. Très important

38. Dans les cinq prochaines années, pensez-vous que votre entreprise… **(LIRE LA LISTE. N'ACCEPTER QU'UNE RÉPONSE)?**

Mènera beaucoup plus d'activités de R-D
Mènera un peu plus d'activités de R-D
Mènera autant d'activités de R-D (aucun changement)
Mènera un peu moins d'activités de R-D (PASSER À Q.40)
Mènera beaucoup moins d'activités de R-D (PASSER À Q.40)

39. De quelle forme d'aide votre entreprise a-t-elle besoin, s'il y a lieu, pour mener autant ou plus d'activités de R-D? **NE PAS LIRE. ACCEPTER JUSQU'À DEUX RÉPONSES.**

01. Aide financière
02. Crédits d'impôt
98. Autre (PRÉCISER ______________________)

40. Par quel moyen préfériez-vous recevoir d'AAC les informations les plus récentes sur le secteur agricole, comme les nouvelles et l'évolution du secteur? Y a-t-il d'autres moyens par lesquels vous souhaiteriez obtenir des informations? **NE PAS LIRE. ACCEPTER JUSQU'À DEUX RÉPONSES. UTILISER LA LISTE CI-DESSOUS COMME PRÉCODES.** (Same as Producer question #33)

01. Service postal traditionnel
02. Messagerie électronique
03. Médias sociaux (Facebook, Twitter, blogues, etc.)
04. Site Web d'AAC
05. Site Web Canada.ca (NOTE AUX INTERVIEWEURS : IL S'AGIT DU SITE WEB PRINCIPAL DU GOUVERNEMENT FÉDÉRAL)
06. Autres sites Web (PRÉCISER ______________________)
07. Salons commerciaux, en personne
08. Journées champêtres dans les centres de recherche d'AAC
09. Vidéo
10. Webinaire
98. Autres moyens (PRÉCISER ______________________)

F. CARACTÉRISTIQUES FIRMOGRAPHIQUES

Enfin, ces dernières questions vont nous aider à analyser vos réponses.

41. Depuis combien de temps environ votre entreprise exerce-t-elle ses activités?

❑	Moins de un an
❑	1 an à moins de 5 ans
❑	5 ans à moins de 10 ans
❑	10 ans à moins de 20 ans
❑	20 ans à moins de 30 ans
❑	30 ans et plus

42. Votre entreprise...

FAIRE LA ROTATION DES ÉLÉMENTS A ET B	Oui	Non
a. a-t-elle un site Web d'entreprise?	❑	❑
b. vend-elle des produits ou des services en ligne?	❑	❑

43. Avez-vous utilisé des réseaux sociaux (p. ex., LinkedIn, Facebook, Twitter, YouTube, etc.) pour commercialiser ou faire connaître vos activités ou produits? **(Similar to Producer question #37)**

01. Oui
02. **Non** PASSER À LA FIN

44. Quels médias sociaux votre entreprise utilise-t-elle le plus souvent? Autre outil? **NE PAS LIRE. ACCEPTER JUSQU'À DEUX RÉPONSES. UTILISER LA LISTE CI-DESSOUS COMME PRÉCODES. (Similar to Producer question #38)**

01. Facebook
02. Twitter
03. YouTube
04. Flickr
05. Pinterest
06. Instagram
07. LinkedIn
08. Vine
98 – Autre (PRÉCISER _______________________)

Merci beaucoup pour votre temps et votre participation. Les résultats de cette étude seront accessibles au grand public au cours des prochains mois sur le site Internet de Bibliothèques et Archives Canada.