

# Survey of Innovation and Business Strategy, 2009

Si vous préférez ce questionnaire en français veuillez nous appeler au 1-800-461-1662.

## Correct as required

Company Name	C0001		
<input type="text"/>			
Establishment Name	C0002		
<input type="text"/>			
First Name	C0008		
<input type="text"/>			
Last Name	C0028		
<input type="text"/>			
Address	C0004		
<input type="text"/>			
City	C0005		
<input type="text"/>			
Province/Territory	C0006	Postal Code	C0007
<input type="text"/>		<input type="text"/>	

## Information for respondents

### Survey Purpose

Statistics Canada is undertaking this survey to provide useful statistical information on strategic decisions, innovation activities and operational tactics used by Canadian enterprises. The survey also collects information on enterprise involvement in global value chains.

The information compiled by this survey will be used by the Canadian government to better understand the impact of strategy and innovation decisions and the operational adaptations on the Canadian economy, including productivity and competitiveness. This enables the government to develop policies to support industry in their efforts to improve productivity and competitiveness.

### Your response is required by law

The *Statistics Act*, requires businesses and other organizations that receive this questionnaire to answer the questions and return the report to Statistics Canada.

### Appreciation

Canada owes the success of its statistical system to a long-standing co-operation involving Statistics Canada, the citizens of Canada, its businesses, governments and other institutions. Accurate and timely statistical information could not be produced without their continued co-operation and goodwill.

### Planned record linkage

To increase the analytical potential of this survey, Statistics Canada plans to combine the data obtained from this survey with data from other Statistics Canada surveys or from administrative sources. Statistics Canada may combine the information collected through this survey with information collected from publicly available sources, including websites.

### Confidentiality

Statistics Canada is prohibited by law from publishing any statistics which would divulge information obtained from this survey that relates to any identifiable organisation without the previous consent of that organization or as permitted by the *Statistics Act*. The data provided by this questionnaire will be treated in strict confidence. The confidentiality provisions of the *Statistics Act* are not affected by either the *Access to Information Act* or any other legislation.

### Who should complete this questionnaire?

The entrepreneur, CEO or a senior manager with thorough knowledge of the enterprise and its strategic vision.

### Reporting

Please report amounts in Canadian currency for reference year 2009.

### Assistance

If you have any questions or require assistance, please contact us:

Telephone: 1-800-461-1662  
 Fax: 1-800-787-3161  
 E-mail: LBTSSurgeon@statcan.gc.ca

## Contact Person

First name	C0013	Telephone number	C0017
<input type="text"/>		<input type="text"/>	
Last name	C0054	Extension	C0027
<input type="text"/>		<input type="text"/>	
Position title	C0014	Fax number	C0016
<input type="text"/>		<input type="text"/>	
Web site address	C0020	E-mail address	C0018
<input type="text"/>		<input type="text"/>	

## Business strategies and monitoring

1. Indicate which of the following long term strategies is the **MOST IMPORTANT** to your enterprise.

0010000

Check (✓) *only one*

- a. Main focus on good or service positioning (e.g. product leadership, market segmentation, product diversification, improving quality) 1
- b. Main focus on low-price and cost leadership (e.g. mass market) 2

2. When was your current long term strategy implemented?

Year

0020000

3. When do you plan to make major changes to your current long term strategy?

0030000

Check (✓) *only one*

- a. Never 1
- b. Within one month 2
- c. Within six months 3
- d. Within one year 4
- e. After more than one year 5

4. In 2009, which performance indicators did your enterprise use to monitor the performance of its **LONG TERM** strategic objectives?

Check (✓) *all that apply*

- a. Gross margin/operating margin growth  0040001
- b. Sales/income growth  0040002
- c. Shareholder dividends growth  0040003
- d. Market/customer share growth  0040004
- e. Increased customer satisfaction  0040005
- f. Increased sale of new products  0040006
- g. Improved delivery time  0040007
- h. Other, please specify:  0040008

0041008

5. Which of the following statements best describes the strategic focus of your enterprise with respect to its goods or services?

0050000

Check (✓) *only one*

- a. My enterprise focuses on maintaining or expanding the sales of existing goods or services 1
- b. My enterprise focuses on introducing new or significantly improved goods or services regularly 2
- c. Do not know 9

6. Which of the following statements best describes the strategic focus of your enterprise with respect to its marketing practices or methods?

0060000

Check (✓) *only one*

- a. My enterprise's long term focus mainly seeks to maintain or intensify existing marketing practices or methods 1
- b. My enterprise's long term focus mainly seeks to introduce new or significantly improved marketing practices or methods 2
- c. Do not know 9

7. Which of the following statements best describes the strategic focus of your enterprise with respect to its operations and business activities?

0070000

Check (✓) *only one*

- a. My enterprise's long term focus mainly seeks to maintain or optimize its current operations and business activities 1
- b. My enterprise's long term focus mainly seeks to introduce new or significantly improved business activities or processes to its operations 2
- c. Do not know 9

8. Which of the following statements best describes the strategic focus of your enterprise with respect to its organizational and management practices?

0080000

Check (✓) *only one*

- a. My enterprise's long term focus mainly seeks to maintain or optimize its current organizational and management practices 1
- b. My enterprise's long term focus mainly seeks to introduce new or significantly improved management practices or change its organizational structure 2
- c. Do not know 9

**Enterprise structure**

9. Is your enterprise a subsidiary of another enterprise?

0090000

- 1  Yes
- 3  No

10. Where is your enterprise's head office located?

0100000

Check (✓) *only one*

- a. Canada 1
- b. United States 2
- c. Europe 3
- d. Asia Pacific 4
- e. All other countries 5

**11. Does your enterprise have a subsidiary in the following locations?**

	Yes	No	
a. Canada	1 <input type="radio"/>	3 <input type="radio"/>	0110010
b. United States	1 <input type="radio"/>	3 <input type="radio"/>	0110020
c. Europe	1 <input type="radio"/>	3 <input type="radio"/>	0110030
d. Asia Pacific	1 <input type="radio"/>	3 <input type="radio"/>	0110040
e. All other countries	1 <input type="radio"/>	3 <input type="radio"/>	0110050

**12. Does your enterprise have more than one profit centre?**

0121000 1  Yes → How many?  0122000  
 3  No

**13. Please indicate where the following types of decisions are made in your enterprise.**

Check (✓) **only one** option for each type of decision

Type of decision	Where decisions are made					Does not apply
	Primarily the Canadian head office	Primarily Canadian establishments (operations or profit centres)	Joint between the Canadian head office and foreign parent	Primarily foreign parent		
a. Decisions on which suppliers will be used	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	0130010
b. Decisions on the location of production or service facilities	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	0130020
c. Decisions on the location of research and development facilities	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	0130030
d. Decisions on the focus of research and development activities	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	0130040
e. Decisions on the adoption and implementation of major advanced technologies	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	0130050
f. Decisions on the source and type of financing arrangements	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	0130060
g. Decisions related to distribution and logistics	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	0130070
h. Decisions related to support services (i.e. human resources, payroll, accounting and bookkeeping, legal, marketing, etc.)	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	0130080

## Operational activities

14. In 2009, indicate which of the following business activities were undertaken by your enterprise in each of the following locations.

Check (✓) all that apply for each business activity

Business activities	Performed in Canada		Performed outside of Canada		Does not apply
	Within your enterprise	Outsourced (contracted out)	Within your enterprise	Outsourced (contracted out)	
a. Production of goods	0141011 <input type="checkbox"/>	0141012 <input type="checkbox"/>	0142013 <input type="checkbox"/>	0142014 <input type="checkbox"/>	0143015 <input type="checkbox"/>
b. Provision of services	0141021 <input type="checkbox"/>	0141022 <input type="checkbox"/>	0142023 <input type="checkbox"/>	0142024 <input type="checkbox"/>	0143025 <input type="checkbox"/>
c. Distribution and logistics	0141031 <input type="checkbox"/>	0141032 <input type="checkbox"/>	0142033 <input type="checkbox"/>	0142034 <input type="checkbox"/>	0143035 <input type="checkbox"/>
d. Call centers and help centers	0141041 <input type="checkbox"/>	0141042 <input type="checkbox"/>	0142043 <input type="checkbox"/>	0142044 <input type="checkbox"/>	0143045 <input type="checkbox"/>
e. Marketing, sales and after sales service	0141051 <input type="checkbox"/>	0141052 <input type="checkbox"/>	0142053 <input type="checkbox"/>	0142054 <input type="checkbox"/>	0143055 <input type="checkbox"/>
f. Software development	0141061 <input type="checkbox"/>	0141062 <input type="checkbox"/>	0142063 <input type="checkbox"/>	0142064 <input type="checkbox"/>	0143065 <input type="checkbox"/>
g. Data processing	0141071 <input type="checkbox"/>	0141072 <input type="checkbox"/>	0142073 <input type="checkbox"/>	0142074 <input type="checkbox"/>	0143075 <input type="checkbox"/>
h. Information and communication technology (ICT) services	0141081 <input type="checkbox"/>	0141082 <input type="checkbox"/>	0142083 <input type="checkbox"/>	0142084 <input type="checkbox"/>	0143085 <input type="checkbox"/>
i. Legal services	0141091 <input type="checkbox"/>	0141092 <input type="checkbox"/>	0142093 <input type="checkbox"/>	0142094 <input type="checkbox"/>	0143095 <input type="checkbox"/>
j. Accounting and book-keeping	0141101 <input type="checkbox"/>	0141102 <input type="checkbox"/>	0142103 <input type="checkbox"/>	0142104 <input type="checkbox"/>	0143105 <input type="checkbox"/>
k. Human resource management	0141111 <input type="checkbox"/>	0141112 <input type="checkbox"/>	0142113 <input type="checkbox"/>	0142114 <input type="checkbox"/>	0143115 <input type="checkbox"/>
l. Financial management	0141121 <input type="checkbox"/>	0141122 <input type="checkbox"/>	0142123 <input type="checkbox"/>	0142124 <input type="checkbox"/>	0143125 <input type="checkbox"/>
m. Engineering and related technical services	0141131 <input type="checkbox"/>	0141132 <input type="checkbox"/>	0142133 <input type="checkbox"/>	0142134 <input type="checkbox"/>	0143135 <input type="checkbox"/>
n. Research and development (R&D)	0141141 <input type="checkbox"/>	0141142 <input type="checkbox"/>	0142143 <input type="checkbox"/>	0142144 <input type="checkbox"/>	0143145 <input type="checkbox"/>
o. Other types of business activities, please specify:	0141151 <input type="checkbox"/>	0141152 <input type="checkbox"/>	0142153 <input type="checkbox"/>	0142154 <input type="checkbox"/>	0143155 <input type="checkbox"/>
	0141156 <input type="checkbox"/>		0142156 <input type="checkbox"/>		
	<input type="text"/>		<input type="text"/>		

15. Please indicate which of the following changes occurred to your enterprise's business activities in Canada in the last three years, 2007 to 2009.

Check (✓) all that apply for each business activity

Business activities	Changes in Canada				
	Obtained capacity by merger or acquisition	Opened new facility or expanded capacity	Closed an existing facility or contracted capacity	No change	Does not apply
a. Production of goods	0150011 <input type="radio"/>	0150012 <input type="radio"/>	0150013 <input type="radio"/>	0150014 <input type="radio"/>	0150015 <input type="radio"/>
b. Provision of services	0150021 <input type="radio"/>	0150022 <input type="radio"/>	0150023 <input type="radio"/>	0150024 <input type="radio"/>	0150025 <input type="radio"/>
c. Distribution and logistics	0150031 <input type="radio"/>	0150032 <input type="radio"/>	0150033 <input type="radio"/>	0150034 <input type="radio"/>	0150035 <input type="radio"/>
d. Call centers and help centers	0150041 <input type="radio"/>	0150042 <input type="radio"/>	0150043 <input type="radio"/>	0150044 <input type="radio"/>	0150045 <input type="radio"/>
e. Marketing, sales and after sales service	0150051 <input type="radio"/>	0150052 <input type="radio"/>	0150053 <input type="radio"/>	0150054 <input type="radio"/>	0150055 <input type="radio"/>
f. Software development	0150061 <input type="radio"/>	0150062 <input type="radio"/>	0150063 <input type="radio"/>	0150064 <input type="radio"/>	0150065 <input type="radio"/>
g. Data processing	0150071 <input type="radio"/>	0150072 <input type="radio"/>	0150073 <input type="radio"/>	0150074 <input type="radio"/>	0150075 <input type="radio"/>
h. Information and communication technology (ICT) services	0150081 <input type="radio"/>	0150082 <input type="radio"/>	0150083 <input type="radio"/>	0150084 <input type="radio"/>	0150085 <input type="radio"/>
i. Legal services	0150091 <input type="radio"/>	0150092 <input type="radio"/>	0150093 <input type="radio"/>	0150094 <input type="radio"/>	0150095 <input type="radio"/>
j. Accounting and book-keeping	0150101 <input type="radio"/>	0150102 <input type="radio"/>	0150103 <input type="radio"/>	0150104 <input type="radio"/>	0150105 <input type="radio"/>
k. Human resource management	0150111 <input type="radio"/>	0150112 <input type="radio"/>	0150113 <input type="radio"/>	0150114 <input type="radio"/>	0150115 <input type="radio"/>
l. Financial management	0150121 <input type="radio"/>	0150122 <input type="radio"/>	0150123 <input type="radio"/>	0150124 <input type="radio"/>	0150125 <input type="radio"/>
m. Engineering and related technical services	0150131 <input type="radio"/>	0150132 <input type="radio"/>	0150133 <input type="radio"/>	0150134 <input type="radio"/>	0150135 <input type="radio"/>
n. Research and development (R&D)	0150141 <input type="radio"/>	0150142 <input type="radio"/>	0150143 <input type="radio"/>	0150144 <input type="radio"/>	0150145 <input type="radio"/>
o. Other types of business activities, please specify:	0150151 <input type="radio"/>	0150152 <input type="radio"/>	0150153 <input type="radio"/>	0150154 <input type="radio"/>	0150155 <input type="radio"/>

0150156

16. Did your enterprise have any business activities outside of Canada in the last three years, 2007 to 2009?

0160000

1  Yes

3  No → Please go to question 27

**17. Did your enterprise carry out business activities in support of its operations outside of Canada in the last three years, 2007 to 2009? (include business activities for enterprises that are part of your larger company)**

0170000

1  Yes

3  No → Please go to question 19

**18. Please indicate which of the following business activities were carried out by your enterprise in support of its operations outside of Canada in 2007 and in 2009.**

Business activities	2007				2009			
	Yes	No	Does not apply		Yes	No	Does not apply	
a. Production of goods	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0181010	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0182010
b. Provision of services	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0181020	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0182020
c. Distribution and logistics	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0181030	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0182030
d. Call centers and help centers	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0181040	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0182040
e. Marketing, sales and after sales service	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0181050	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0182050
f. Software development	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0181060	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0182060
g. Data processing	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0181070	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0182070
h. Information and communication technology (ICT) services	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0181080	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0182080
i. Legal services	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0181090	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0182090
j. Accounting and book-keeping	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0181100	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0182100
k. Human resource management	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0181110	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0182110
l. Financial management	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0181120	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0182120
m. Engineering and related technical services	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0181130	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0182130
n. Research and development (R&D)	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0181140	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0182140
o. Other types of business activities, please specify:	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0181150	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0182150

0181156

0182156

19. Please indicate which of the following changes occurred to your enterprise's business activities outside Canada in the last three years, 2007 to 2009.

Check (✓) all that apply for each business activity

Business activities	Changes outside Canada				
	Obtained capacity by merger or acquisition	Opened new facility or expanded capacity	Closed an existing facility or contracted capacity	No change	Does not apply
a. Production of goods	0190011 <input type="checkbox"/>	0190012 <input type="checkbox"/>	0190013 <input type="checkbox"/>	0190014 <input type="checkbox"/>	0190015 <input type="checkbox"/>
b. Provision of services	0190021 <input type="checkbox"/>	0190022 <input type="checkbox"/>	0190023 <input type="checkbox"/>	0190024 <input type="checkbox"/>	0190025 <input type="checkbox"/>
c. Distribution and logistics	0190031 <input type="checkbox"/>	0190032 <input type="checkbox"/>	0190033 <input type="checkbox"/>	0190034 <input type="checkbox"/>	0190035 <input type="checkbox"/>
d. Call centers and help centers	0190041 <input type="checkbox"/>	0190042 <input type="checkbox"/>	0190043 <input type="checkbox"/>	0190044 <input type="checkbox"/>	0190045 <input type="checkbox"/>
e. Marketing, sales and after sales service	0190051 <input type="checkbox"/>	0190052 <input type="checkbox"/>	0190053 <input type="checkbox"/>	0190054 <input type="checkbox"/>	0190055 <input type="checkbox"/>
f. Software development	0190061 <input type="checkbox"/>	0190062 <input type="checkbox"/>	0190063 <input type="checkbox"/>	0190064 <input type="checkbox"/>	0190065 <input type="checkbox"/>
g. Data processing	0190071 <input type="checkbox"/>	0190072 <input type="checkbox"/>	0190073 <input type="checkbox"/>	0190074 <input type="checkbox"/>	0190075 <input type="checkbox"/>
h. Information and communication technology (ICT) services	0190081 <input type="checkbox"/>	0190082 <input type="checkbox"/>	0190083 <input type="checkbox"/>	0190084 <input type="checkbox"/>	0190085 <input type="checkbox"/>
i. Legal services	0190091 <input type="checkbox"/>	0190092 <input type="checkbox"/>	0190093 <input type="checkbox"/>	0190094 <input type="checkbox"/>	0190095 <input type="checkbox"/>
j. Accounting and book-keeping	0190101 <input type="checkbox"/>	0190102 <input type="checkbox"/>	0190103 <input type="checkbox"/>	0190104 <input type="checkbox"/>	0190105 <input type="checkbox"/>
k. Human resource management	0190111 <input type="checkbox"/>	0190112 <input type="checkbox"/>	0190113 <input type="checkbox"/>	0190114 <input type="checkbox"/>	0190115 <input type="checkbox"/>
l. Financial management	0190121 <input type="checkbox"/>	0190122 <input type="checkbox"/>	0190123 <input type="checkbox"/>	0190124 <input type="checkbox"/>	0190125 <input type="checkbox"/>
m. Engineering and related technical services	0190131 <input type="checkbox"/>	0190132 <input type="checkbox"/>	0190133 <input type="checkbox"/>	0190134 <input type="checkbox"/>	0190135 <input type="checkbox"/>
n. Research and development (R&D)	0190141 <input type="checkbox"/>	0190142 <input type="checkbox"/>	0190143 <input type="checkbox"/>	0190144 <input type="checkbox"/>	0190145 <input type="checkbox"/>
o. Other types of business activities, please specify:	0190151 <input type="checkbox"/>	0190152 <input type="checkbox"/>	0190153 <input type="checkbox"/>	0190154 <input type="checkbox"/>	0190155 <input type="checkbox"/>

0190156

20. Please write the names of the three most important countries in which your enterprise made changes to its operational activities.

1.  0200001
2.  0200002
3.  0200003



## Relocation of business activities from Canada to another country

21. Did your enterprise relocate any business activities from Canada to another country in the last three years, 2007 to 2009?

0210000

1  Yes

3  No → Please go to question 23

22. Please indicate which of the following business activities your enterprise relocated from Canada to another country in the last three years, 2007 to 2009.

Business activities	Relocated to another country?		Does not apply	
	Yes	No		
a. Production of goods	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0220010
b. Provision of services	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0220020
c. Distribution and logistics	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0220030
d. Call centers and help centers	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0220040
e. Marketing, sales and after sales service	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0220050
f. Software development	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0220060
g. Data processing	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0220070
h. Information and communication technology (ICT) services	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0220080
i. Legal services	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0220090
j. Accounting and book-keeping	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0220100
k. Human resource management	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0220110
l. Financial management	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0220120
m. Engineering and related technical services	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0220130
n. Research and development (R&D)	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0220140
o. Other types of business activities, please specify:	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0220150

0220156

**23. Did your enterprise outsource (contract out) any business activities from Canada to another country in the last three years, 2007 to 2009?**

0230000

1  Yes

3  No → Please go to question 26

**24. Please indicate which of the following business activities your enterprise outsourced (contracted out) from Canada to another country in the last three years, 2007 to 2009.**

*Check (✓) **only one** option for each business activity*

Business activities	Outsourced to another country?		Does not apply	
	Yes	No		
a. Production of goods	1 <input type="radio"/>	3 <input checked="" type="radio"/>	5 <input type="radio"/>	0240010
b. Provision of services	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0240020
c. Distribution and logistics	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0240030
d. Call centers and help centers	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0240040
e. Marketing, sales and after sales service	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0240050
f. Software development	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0240060
g. Data processing	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0240070
h. Information and communication technology (ICT) services	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0240080
i. Legal services	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0240090
j. Accounting and book-keeping	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0240100
k. Human resource management	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0240110
l. Financial management	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0240120
m. Engineering and related technical services	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0240130
n. Research and development (R&D)	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0240140
o. Other types of business activities, please specify:	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0240150

0240156

25. Please write the names of the three **most important** foreign countries where business activities of your enterprise were most recently relocated or outsourced (contracted out).

1.  0250001
2.  0250002
3.  0250003

26. If you answered “yes” to relocation in question 21 or “yes” to outsourcing in question 23, indicate the importance of the reasons why your enterprise decided to relocate or outsource (contract out) business activities from Canada to another country in the last three years, 2007 to 2009.

Otherwise, go to question 29.

Check (✓) **only one** option for each reason

Reasons	Degree of importance			Does not apply	
	Low	Medium	High		
a. Reduction of labour costs	1 <input type="radio"/>	2 <input checked="" type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0260010
b. Reduction of costs other than labour costs	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0260020
c. Access to new markets	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0260030
d. Following the behaviour or example of competitors or clients	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0260040
e. Improved quality or introduction of new goods or services	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0260050
f. Focus on core business	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0260060
g. Access to specialized knowledge or technologies	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0260070
h. Tax or other financial incentives	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0260080
i. Improved logistics (including concerns with respect to US border)	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0260090
j. Reduced delivery times	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0260100
k. Lack of available labour	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0260110
l. Other reasons, please specify:	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0260120

0260126

**27. Did your enterprise face any significant obstacles that slowed down or caused problems when relocating or outsourcing business activities from Canada to another country in the last three years, 2007 to 2009?**

0270000

1  Yes

3  No → Please go to question 29

**28. Please rate the importance of the following obstacles when relocating or outsourcing business activities from Canada to another country in the last three years, 2007 to 2009.**

Check (✓) **only one** option for each obstacle

Obstacles	Degree of importance				Does not apply	
	Low	Medium	High			
a. Canadian legal or administrative obstacles	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>		0280010
b. Foreign legal or administrative obstacles	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>		0280020
c. Taxation obstacles	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>		0280030
d. Trade tariffs	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>		0280040
e. Uncertainty of international standards	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>		0280050
f. Concerns of employees (including trade unions)	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>		0280060
g. Concern of violation of patents and/or intellectual property rights	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>		0280070
h. Conflict with social values of your business (e.g. corporate social responsibility issues)	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>		0280080
i. Distance to producers	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>		0280090
j. Distance to customers	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>		0280100
k. Linguistic or cultural obstacles	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>		0280110
l. Difficulties in identifying potential or suitable providers	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>		0280120
m. Lack of management expertise	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>		0280130
n. Lack of financing	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>		0280140
o. Other obstacles, please specify:	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>		0280150

0280156

## Relocation of business activities into Canada

29. Did your enterprise relocate any business activities from another country into Canada in the last three years, 2007 to 2009?

0290000

1  Yes

3  No → Please go to question 32

30. Please indicate whether your enterprise relocated the following business activities from another country into Canada in the last three years, 2007 to 2009.

Check (✓) **only one** option  
for each business activity

Business activities	Relocated from another country into Canada?		Does not apply	
	Yes	No		
a. Production of goods	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0300010
b. Provision of services	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0300020
c. Distribution and logistics	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0300030
d. Call centers and help centers	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0300040
e. Marketing, sales and after sales service	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0300050
f. Software development	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0300060
g. Data processing	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0300070
h. Information and communication technology (ICT) services	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0300080
i. Legal services	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0300090
j. Accounting and book-keeping	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0300100
k. Human resource management	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0300110
l. Financial management	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0300120
m. Engineering and related technical services	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0300130
n. Research and development (R&D)	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0300140
o. Other types of business activities, please specify:	1 <input type="radio"/>	3 <input type="radio"/>	5 <input type="radio"/>	0300150

0300156

31. Please write the names of the three most important countries from where your enterprise most recently relocated business activities into Canada.

1.  0310001

2.  0310002

3.  0310003

## Sales activities

32. In 2009, did your enterprise manufacture any goods?

0320000

1  Yes

3  No → Please go to question 35

33. In 2009, did your enterprise sell any of its manufactured goods to another enterprise operating in Canada that in turn exported them "as is"?

0330000

1  Yes

3  No

9  Do not know

34. In 2009, did your enterprise sell any of its manufactured goods to another enterprise operating in Canada that used them as an intermediate input in final goods that were then exported?

0340000

1  Yes

3  No

9  Do not know

35. In 2009, did your enterprise buy and subsequently sell any goods outside of Canada without them entering Canada?

0351000

1  Yes

→ What percentage of your enterprise's total sales revenues did this represent?

%

0352000

3  No

36. Did your enterprise export or attempt to export goods or provide services to an enterprise outside of Canada during the three years 2007 to 2009?

*(exclude enterprises that are part of your larger company)*

0360000

1  Yes

3  No → Please go to question 38

**37. Please rate the importance of the following obstacles to your enterprise exporting or attempting to export goods or providing services to an enterprise outside of Canada during the three years 2007 to 2009.**  
*(exclude enterprises that are part of your larger company)*

Check (✓) **only one** option for each obstacle

Obstacles	Degree of importance			Not an obstacle	
	Low	Medium	High		
a. Canadian legal or administrative obstacles	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input checked="" type="radio"/>	0370010
b. Canadian export taxes or trade obstacles	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	0370020
c. Uncertainty of international standards	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	0370030
d. Access to financing	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	0370040
e. Concern of violation of patents and/or intellectual property rights	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	0370050
f. Foreign tariffs or trade barriers	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	0370060
g. Border security issues	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	0370070
h. Distance to customers	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	0370080
i. Linguistic or cultural obstacles	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	0370090
j. Customer requirements to use specific technologies/systems	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	0370100
k. Meeting cost requirements of customers	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	0370110
l. Meeting quality requirements of customers	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	0370120
m. Other obstacles, please specify:	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	0370130

0370136

## Changes to business practices

38. In 2009, please indicate whether your enterprise carried out substantial or significant changes to respond to specific customer requirements.

Types of changes	Yes	No	
a. Implemented specific cost reductions	1 <input type="radio"/>	3 <input type="radio"/>	0380010
b. Improved good or service quality	1 <input type="radio"/>	3 <input type="radio"/>	0380020
c. Decreased lead-times	1 <input type="radio"/>	3 <input type="radio"/>	0380030
d. Increased after-sales functions	1 <input type="radio"/>	3 <input type="radio"/>	0380040
e. Accepted greater risk sharing (i.e. accepted consignment-based payments)	1 <input type="radio"/>	3 <input type="radio"/>	0380050
f. Incurred greater up-front or non-recurring costs (e.g. investments in new technology, design)	1 <input type="radio"/>	3 <input type="radio"/>	0380060
g. Entered into a new geographic region or expanded existing operations	1 <input type="radio"/>	3 <input type="radio"/>	0380070
h. Undertook a new business activity or expand existing business activities	1 <input type="radio"/>	3 <input type="radio"/>	0380080
i. Extended business hours to accommodate employees, customers or suppliers in other time zones	1 <input type="radio"/>	3 <input type="radio"/>	0380090
j. Other changes, please specify: 0380106	1 <input type="radio"/>	3 <input type="radio"/>	0380100

## Relationship with main suppliers

39. For 2009, indicate the best description of your enterprise's relationship with its main suppliers in Canada. (exclude suppliers that are part of your larger company)

0390000

Relationship with main suppliers in Canada	Check (✓) only one
a. We have no suppliers in Canada	1 <input type="radio"/>
b. It is easy to switch suppliers because purchase is based primarily on price	2 <input type="radio"/>
c. Suppliers provide goods and services according to our specifications but it is relatively easy to switch suppliers	3 <input type="radio"/>
d. We know our suppliers and they know us. There are challenges in changing suppliers due to the learning curve required to provide goods or services	4 <input type="radio"/>
e. We have few or one main supplier who makes our requirements a priority in many aspects of their businesses. It is difficult to switch suppliers	5 <input type="radio"/>



**40. For 2009, indicate the best description of your enterprise's relationship with its main suppliers in the United States. (exclude suppliers that are part of your larger company)**

0400000

**Relationship with main suppliers in the United States**

*Check (✓) only one*

- |   |   |                       |
|---|---|-----------------------|
| a. We have no suppliers in the United States  | 1 | <input type="radio"/> |
| b. It is easy to switch suppliers because purchase is based primarily on price  | 2 | <input type="radio"/> |
| c. Suppliers provide goods and services according to our specifications but it is relatively easy to switch suppliers                                 | 3 | <input type="radio"/> |
| d. We know our suppliers and they know us. There are challenges in changing suppliers due to the learning curve required to provide goods or services | 4 | <input type="radio"/> |
| e. We have few or one main supplier who makes our requirements a priority in many aspects of their businesses. It is difficult to switch suppliers    | 5 | <input type="radio"/> |

**41. For 2009, indicate the best description of your enterprise's relationship with its main suppliers in Europe. (exclude suppliers that are part of your larger company)**

0410000

**Relationship with main suppliers in Europe**

*Check (✓) only one*

- |   |   |                       |
|---|---|-----------------------|
| a. We have no suppliers in Europe   | 1 | <input type="radio"/> |
| b. It is easy to switch suppliers because purchase is based primarily on price  | 2 | <input type="radio"/> |
| c. Suppliers provide goods and services according to our specifications but it is relatively easy to switch suppliers                                 | 3 | <input type="radio"/> |
| d. We know our suppliers and they know us. There are challenges in changing suppliers due to the learning curve required to provide goods or services | 4 | <input type="radio"/> |
| e. We have few or one main supplier who makes our requirements a priority in many aspects of their businesses. It is difficult to switch suppliers    | 5 | <input type="radio"/> |

**42. For 2009, indicate the best description of your enterprise's relationship with its main suppliers in Asia Pacific countries. (exclude suppliers that are part of your larger company)**

0420000

**Relationship with main suppliers in Asia Pacific countries**

*Check (✓) only one*

- |   |   |                       |
|---|---|-----------------------|
| a. We have no suppliers in Asia Pacific countries   | 1 | <input type="radio"/> |
| b. It is easy to switch suppliers because purchase is based primarily on price  | 2 | <input type="radio"/> |
| c. Suppliers provide goods and services according to our specifications but it is relatively easy to switch suppliers                                 | 3 | <input type="radio"/> |
| d. We know our suppliers and they know us. There are challenges in changing suppliers due to the learning curve required to provide goods or services | 4 | <input type="radio"/> |
| e. We have few or one main supplier who makes our requirements a priority in many aspects of their businesses. It is difficult to switch suppliers    | 5 | <input type="radio"/> |

43. For 2009, indicate the best description of your relationship with its main suppliers in countries other than Canada, United States, Europe, and Asia Pacific countries. (exclude suppliers that are part of your larger company)

0430000

**Relationship with main suppliers in all other countries**

Check (✓) **only one**

- |   |   |                       |
|---|---|-----------------------|
| a. We have no suppliers in all other countries  | 1 | <input type="radio"/> |
| b. It is easy to switch suppliers because purchase is based primarily on price  | 2 | <input type="radio"/> |
| c. Suppliers provide goods and services according to our specifications but it is relatively easy to switch suppliers                                 | 3 | <input type="radio"/> |
| d. We know our suppliers and they know us. There are challenges in changing suppliers due to the learning curve required to provide goods or services | 4 | <input type="radio"/> |
| e. We have few or one main supplier who makes our requirements a priority in many aspects of their businesses. It is difficult to switch suppliers    | 5 | <input type="radio"/> |

**Advanced technology use**

**Technology** is broadly defined to include the technical means and know-how required for the production of goods or services. It takes the form of equipment, materials, processes, blue prints and knowledge.

**Advanced technologies** are new technologies (equipment or software) that perform a new function or improve some function significantly better than commonly used technologies in the industry or by your competitors.

44. In 2009, did your enterprise use any of the following types of advanced technologies (equipment or software)?

	Yes	No	
a. Advanced computerized design and engineering	1 <input type="radio"/>	3 <input type="radio"/>	0440010
b. Advanced computerized processing, fabrication, and assembly technologies	1 <input type="radio"/>	3 <input type="radio"/>	0440020
c. Advanced computerized inspection technologies	1 <input type="radio"/>	3 <input type="radio"/>	0440030
d. Advanced communication technologies	1 <input type="radio"/>	3 <input type="radio"/>	0440040
e. Advanced automated material handling technologies	1 <input type="radio"/>	3 <input type="radio"/>	0440050
f. Advanced information integration and control technologies	1 <input type="radio"/>	3 <input type="radio"/>	0440060
g. Advanced biotechnologies/bioproducts	1 <input type="radio"/>	3 <input type="radio"/>	0440070
h. Advanced nanotechnologies	1 <input type="radio"/>	3 <input type="radio"/>	0440080
i. Advanced green technologies	1 <input type="radio"/>	3 <input type="radio"/>	0440090
j. Other type of advanced technology, please specify:	1 <input type="radio"/>	3 <input type="radio"/>	0440100

0441106

**45. How did your enterprise acquire or integrate the advanced technologies (equipment or software) listed in previous question?**

*Check (✓) all that apply*

- |   |                       |         |
|---|-----------------------|---------|
| a. By purchasing off-the-shelf advanced technology (equipment or software)            | <input type="radio"/> | 0450001 |
| b. By leasing off-the-shelf advanced technology (equipment or software)               | <input type="radio"/> | 0450002 |
| c. By licensing advanced technology   | <input type="radio"/> | 0450003 |
| d. By customizing or significantly modifying existing advanced technology             | <input type="radio"/> | 0450004 |
| e. By developing new advanced technologies either alone or in conjunction with others | <input type="radio"/> | 0450005 |
| f. Through merger or acquisition of another enterprise with advanced technologies     | <input type="radio"/> | 0450006 |

**Process innovation**

A process innovation is the implementation of a **new** or **significantly** improved production process, distribution method, or support activity for your goods or services.

- Process innovations must be new to your enterprise, but they do not need to be new to your market.
- The innovation could have been originally developed by your enterprise or by other enterprises.
- Exclude purely organizational innovations.

**46. During the three years 2007 to 2009, did your enterprise introduce**

	Yes	No	
a. New or significantly improved methods of manufacturing or producing goods or services?	1 <input type="radio"/>	3 <input type="radio"/>	0460010
b. New or significantly improved logistics, delivery or distribution methods for your inputs, goods or services?	1 <input type="radio"/>	3 <input type="radio"/>	0460020
c. New or significantly improved supporting activities for your processes, such as maintenance systems or operations for purchasing, accounting, or computing?	1 <input type="radio"/>	3 <input type="radio"/>	0460030

**If “No” to all options → Please go to question 52**

**Otherwise → Continue with question 47**

**47. Who developed these process innovations?**

0470000

*Check (✓) only one*

- |   |                         |
|---|-------------------------|
| a. Mainly your enterprise   | 1 <input type="radio"/> |
| b. Mainly your enterprise together with other enterprises or institutions | 2 <input type="radio"/> |
| c. Mainly other enterprises or institutions                               | 3 <input type="radio"/> |

48. In 2009, approximately how many new or significantly improved processes were introduced?

Number of process innovations  0480000

49. In 2009, what was your enterprise's total expenditure on your process innovations?

\$  0490000

50. Did your enterprise's process innovations, introduced in 2007 to 2009, reduce the average cost (per unit or per operation) of existing goods or services?

0501000

1  Yes

→ Please estimate the percentage of cost savings (as a percentage of average cost) from process innovations introduced in 2009.

0502000

%

3  No

51. Did the introduction of your enterprise's process innovations during the three years 2007 to 2009 require:

	Yes	No	
a. Changes to marketing activities?	1 <input type="radio"/>	3 <input type="radio"/>	0510010
b. Changes to operational activities?	1 <input type="radio"/>	3 <input type="radio"/>	0510020
c. Changes to organizational activities?	1 <input type="radio"/>	3 <input type="radio"/>	0510030

### Production performance management practices

52. Does your enterprise have a systematic process or procedure to resolve problems associated with production of goods or delivery of services?

0520000

1  Yes

3  No

53. How many key production performance indicators are monitored in your enterprise?

Number of key production performance indicators  0530000

If none → Go to question 60

Otherwise → Continue with question 54

**54. How frequently are these key production performance indicators shown to managers of operations in your enterprise?**

Frequency	Check (✓) all that apply	
a. Quarterly	<input type="radio"/>	0540001
b. Monthly	<input type="radio"/>	0540002
c. Weekly	<input type="radio"/>	0540003
d. Daily	<input type="radio"/>	0540004
e. Hourly or more frequently	<input type="radio"/>	0540005
f. Never	<input type="radio"/>	0540006
g. Other frequency, please specify	<input type="radio"/>	0540007 <input type="text" value=""/> 0541007
h. Do not know	<input type="radio"/>	0540008

**55. How frequently are these key production performance indicators shown to workers in your enterprise?**

Frequency	Check (✓) all that apply	
a. Quarterly	<input type="radio"/>	0550001
b. Monthly	<input type="radio"/>	0550002
c. Weekly	<input type="radio"/>	0550003
d. Daily	<input type="radio"/>	0550004
e. Hourly or more frequently	<input type="radio"/>	0550005
f. Never	<input type="radio"/>	0550006
g. Other frequency, please specify	<input type="radio"/>	0550007 <input type="text" value=""/> 0551007
h. Do not know	<input type="radio"/>	0550008

**56. How often are these key production performance indicators reviewed by top or middle managers in your enterprise?**

0560000

	Check (✓) only one
a. They are continually reviewed	1 <input type="radio"/>
b. They are periodically reviewed	2 <input type="radio"/>
c. They are rarely reviewed	3 <input type="radio"/>
d. Do not know	9 <input type="radio"/>

**57. In your enterprise, who decides the pace of work to achieve production performance targets?**

0570000

*Check (✓) only one*

- |  |   |                       |
|--|---|-----------------------|
| a. Only managers                                   | 1 | <input type="radio"/> |
| b. Mostly managers but some employee participation | 2 | <input type="radio"/> |
| c. Mostly employees and some managers              | 3 | <input type="radio"/> |
| d. Only employees                                  | 4 | <input type="radio"/> |

**58. What is the time frame of your enterprise's production performance targets for its highest selling good or service?**

0580000

*Check (✓) only one*

- | Time frame                              |   |                       |
|---|---|-----------------------|
| a. Short-term only (less than one year) | 1 | <input type="radio"/> |
| b. Long-term only                       | 2 | <input type="radio"/> |
| c. A mix of short and longer term       | 3 | <input type="radio"/> |
| d. No performance targets               | 4 | <input type="radio"/> |

**59. How does your enterprise reward production performance target achievement?**

0590000

*Check (✓) only one*

- |                                |   |                       |
|--------------------------------|---|-----------------------|
| a. There are no rewards        | 1 | <input type="radio"/> |
| b. Only management is rewarded | 2 | <input type="radio"/> |
| c. All staff are rewarded      | 3 | <input type="radio"/> |

**Human resource management practices**

**60. Which of the following best describes the main way employees are promoted in your enterprise?**

0600000

**How employees are promoted**

*Check (✓) only one*

- |   |   |                       |
|---|---|-----------------------|
| a. Promotions are based solely on effort and ability  | 1 | <input type="radio"/> |
| b. Promotions are based partly on effort and ability and partly on other factors such as tenure (how long they have worked at the firm) | 2 | <input type="radio"/> |
| c. Promotions are based mainly on factors other than on effort and ability, such as tenure  | 3 | <input type="radio"/> |
| d. Other ways, please specify:  | 4 | <input type="radio"/> |

0600006

**61. Which of the following best describes your enterprise's main policy when dealing with employees who do not meet expectations?**

0610000

*Check (✓) only one*

- |  |                         |
|--|-------------------------|
| a. They are rarely or never moved from their positions                         | 1 <input type="radio"/> |
| b. They are given a certain number of warnings before further action is taken  | 2 <input type="radio"/> |
| c. They are warned, and re-trained, but are rarely removed from their position | 3 <input type="radio"/> |
| d. They are immediately removed from their position                            | 4 <input type="radio"/> |

**62. In your enterprise, are employees involved in the decision-making process on task allocation?**

0620000

- 1  Yes
- 3  No

**63. Please estimate the percentage of employees in your enterprise that have a university degree.**

0630000

%

**64. In 2009, which of the following human resource practices were used in your enterprise?**

**Human resource practices**

*Check (✓) all that apply*

- |  |                               |
|--|-------------------------------|
| a. At least one of the following selection methods to select candidates: personality/attitude tests, intelligence or aptitude tests, work samples  | <input type="radio"/> 0640001 |
| b. Formal training programs to teach new hires the skills they need to perform their job   | <input type="radio"/> 0640002 |
| c. The enterprise provides formal training or development programs to employees in order to increase their promotability   | <input type="radio"/> 0640003 |
| d. Formal performance agreements based on objective, quantifiable results are prepared for managerial, supervisory and executive employees at least annually                             | <input type="radio"/> 0640004 |
| e. Formal appraisals are conducted of the majority of non-managerial staff at least annually   | <input type="radio"/> 0640005 |
| f. Formal appraisals are conducted of the majority of managerial staff at least annually   | <input type="radio"/> 0640006 |
| g. At least one of the following incentive programs is available to non-managerial and non-supervisory employees: employee stock ownership, profit-sharing, gain-sharing, merit bonus    | <input type="radio"/> 0640007 |
| h. At least one of the following incentive programs is available to managerial, supervisory, or executive employees: employee stock ownership, profit-sharing, gain-sharing, merit bonus | <input type="radio"/> 0640008 |
| i. At least one of the following incentive programs is available to all employees: employee stock ownership, profit-sharing, gain-sharing, merit bonus                                   | <input type="radio"/> 0640009 |

## Organizational innovation

An organizational innovation is a new organizational method in your enterprise's business practices (including knowledge management), workplace organization or external relations that has not been previously used by your enterprise.

- It must be the result of strategic decisions taken by management.
- Exclude mergers or acquisitions, even if for the first time.

65. During the three years 2007 to 2009, did your enterprise introduce:

	Yes	No	
a. New <b>business practices</b> for organizing procedures (i.e. supply chain management, business reengineering, knowledge management, lean production, quality management, etc.)?	1 <input type="radio"/>	3 <input checked="" type="radio"/>	0650010
b. New methods of <b>organizing work responsibilities and decision making</b> (i.e. first use of a new system of employee responsibilities, team work, decentralisation, integration or de-integration of departments, education/training systems, etc.)?	1 <input type="radio"/>	3 <input type="radio"/>	0650020
c. New methods of <b>organizing external relations</b> with other firms or public institutions (i.e. first use of alliances, partnerships, outsourcing or sub-contracting, etc.)?	1 <input type="radio"/>	3 <input type="radio"/>	0650030

If "No" to all options → Please go to question 69

Otherwise → Continue with question 66

66. In 2009, approximately how many of the above-mentioned organizational innovations were introduced?

Number of organizational innovations  0660000

67. Please estimate the percentage of workers affected by your enterprise's organizational innovations introduced in 2009.

0670000  %

68. In 2009, did the introduction of your organizational innovations require:

	Yes	No	
a. Changes to marketing activities?	1 <input type="radio"/>	3 <input type="radio"/>	0680010
b. Changes to operational activities?	1 <input type="radio"/>	3 <input type="radio"/>	0680020

## Highest selling good or service and main market

69. In 2009, how many distinct product lines were offered by your enterprise?

Number of distinct product lines  0690000

70. In 2009, how many distinct goods or services were offered by your enterprise?

Number of distinct goods or services  0700000



**71. Please describe your enterprise's highest selling (in terms of total sales revenues) good or service (name and use).**

0710001

0710002

0710003

0710004

0710005

**72. Is your highest selling good or service described in the previous question a product line?**

0720000

1

Yes

3

No

**73. In 2009, estimate how much your enterprise's highest selling good or service represented as a proportion of your total sales revenues.**

0730000

%

**74. In 2009, estimate the percentage of the total sales from your enterprise's highest selling good or service that came from the following geographic market regions.**

a. Local market (same municipality or region)  % 0740010

b. Rest of province or territory  % 0740020

c. Rest of Canada  % 0740030

d. United States  % 0740040

e. Europe  % 0740050

f. Asia Pacific  % 0740060

g. Rest of the world  % 0740070

Total sales of highest selling good or service  %

Your enterprise's **main market** for its highest selling good or service is the geographical region from which your enterprise derived the highest percentage of total sales revenue (the line in the table in question 74 with the highest percentage).

75. In 2009, estimate your enterprise's market share for its highest selling good or service in its main market.

0750000  %

76. In 2009, estimate the number of goods or services that directly competed with your enterprise's highest selling good or service in its main market.

Number of competing goods or services  0760000

77. In 2009, how many competitors did your enterprise face in its main market for your highest selling good or service?

- 0770000
- |   |                       |     |   |                       |              |
|---|-----------------------|-----|---|-----------------------|--------------|
| 1 | <input type="radio"/> | 1   | 5 | <input type="radio"/> | 6–10         |
| 2 | <input type="radio"/> | 2   | 6 | <input type="radio"/> | 11–20        |
| 3 | <input type="radio"/> | 3   | 7 | <input type="radio"/> | More than 20 |
| 4 | <input type="radio"/> | 4–5 |   |                       |              |

78. In 2009, were there any multinational enterprises among your competitors for your highest selling good or service in its main market?

- 0780000
- |   |                       |     |
|---|-----------------------|-----|
| 1 | <input type="radio"/> | Yes |
| 3 | <input type="radio"/> | No  |

79. In 2009, which of the following statements best describes the performance of your enterprise's highest selling good or service in its main market?

0790000

Check (✓) *only one*

- |  |   |                       |
|--|---|-----------------------|
| a. Gained market share over rival products | 1 | <input type="radio"/> |
| b. Lost market share over rival products   | 2 | <input type="radio"/> |
| c. Unchanged market share                  | 3 | <input type="radio"/> |
| d. Do not know                             | 9 | <input type="radio"/> |

80. In 2009, did any new competitors enter your enterprise's main market for its highest selling good or service?

- 0800000
- |   |                       |                               |
|---|-----------------------|-------------------------------|
| 1 | <input type="radio"/> | Yes                           |
| 3 | <input type="radio"/> | No → Please go to question 82 |

81. In response to this increase in the number of competitors who entered the main market of your highest selling good or service, did your enterprise:

	Yes	No	
a. Change the quality of your good or service?	1 <input type="radio"/>	3 <input type="radio"/>	0810010
b. Adopt a new technology or process?	1 <input type="radio"/>	3 <input type="radio"/>	0810020
c. Change marketing expenditures?	1 <input type="radio"/>	3 <input type="radio"/>	0810030
d. Introduce a new good or service?	1 <input type="radio"/>	3 <input type="radio"/>	0810040
e. Speed up the introduction of a new good or service?	1 <input type="radio"/>	3 <input type="radio"/>	0810050
f. Change the price of your good or service?	1 <input type="radio"/>	3 <input type="radio"/>	0810060
g. Take other action? Please specify: <span style="float: right;">0810076</span>	1 <input type="radio"/>	3 <input type="radio"/>	0810070
<input style="width: 100%; height: 20px;" type="text"/>			
h. Take no action?	1 <input type="radio"/>	3 <input type="radio"/>	0810080

### Good or service innovations

A product innovation is the market introduction of a **new or significantly improved** good or service with respect to its capabilities, user friendliness, components or sub-systems.

- Product innovations (new or improved) must be new to your enterprise, but they do not need to be new to your market.
- Product innovations could have been originally developed by your enterprise or by other enterprises.

82. During the three years 2007 to 2009, did your enterprise introduce:

	Yes	No	
a. New or significantly improved goods? (exclude the simple resale of new goods purchased from other enterprises and changes of a solely aesthetic nature)	1 <input type="radio"/>	3 <input type="radio"/>	0820010
b. New or significantly improved services?	1 <input type="radio"/>	3 <input type="radio"/>	0820020

If "No" to both options → Please go to question 94

Otherwise → Continue with question 83

83. Who developed these good or service innovations?

0830000

Check (✓) the most appropriate response

a. Mainly your enterprise	1 <input type="radio"/>
b. Mainly your enterprise together with other enterprises or institutions	2 <input type="radio"/>
c. Mainly other enterprises or institutions	3 <input type="radio"/>

**84. During the three years 2007 to 2009, were any of your enterprise's good or service innovations:**

		Yes	No	
a.	New to a market? Your enterprise introduced a new or significantly improved good or service onto one of your markets before your competitors (it may have already been available in other markets)	1 <input type="radio"/>	3 <input type="radio"/>	0840010
b.	Only new to your enterprise? Your enterprise introduced a new or significantly improved good or service that was already available from your competitors in your market	1 <input type="radio"/>	3 <input type="radio"/>	0840020

**85. Using the definitions above, please give the percentage of your enterprise's total revenue in 2009 from:**

a.	New or significantly improved goods and services introduced during 2007 to 2009 that were <b>new to your market</b>	<input type="text"/>	%	0850010
b.	New or significantly improved goods and services introduced during 2007 to 2009 that were <b>only new to your enterprise</b>	<input type="text"/>	%	0850020
c.	Goods and services that were <b>unchanged or only marginally modified</b> during 2007 to 2009 (include the resale of new goods and services purchased from other enterprises)	<input type="text"/>	%	0850030
Total revenue in 2009		<input type="text" value="100"/>	%	

**86. Did the introduction of your enterprise's good or service innovations require:**

	Yes	No	
a.	Changes to marketing activities?	1 <input type="radio"/> 3 <input type="radio"/>	0860010
b.	Changes to operational activities?	1 <input type="radio"/> 3 <input type="radio"/>	0860020
c.	Changes to organizational activities?	1 <input type="radio"/> 3 <input type="radio"/>	0860030
d.	The introduction of new production processes?	1 <input type="radio"/> 3 <input type="radio"/>	0860040

**87. In 2009, how many new or significantly improved goods or services did your enterprise introduce onto the market?**

	Number of product innovations	
a.	Number of new or significantly improved goods	<input type="text"/> 0870010
b.	Number of new or significantly improved services	<input type="text"/> 0870020

**88. In 2009, what was your enterprise's total expenditure on your good or service innovations?**

\$  0880000

**89. Please describe your enterprise's most innovative good or service introduced during the three years 2007 to 2009.**

0890001	
0890002	
0890003	
0890004	
0890005	

**90. When did your enterprise introduce its most innovative good or service during the three years 2007 to 2009?**

*Check (✓) only one*

- 0900000    1     2007  
                  2     2008  
                  3     2009

**91. Is your enterprise's most innovative good or service the same as its highest selling good or service?**

- 0910000    1     Yes  
                  3     No

**92. Is your enterprise's most innovative good or service in the same product line as its highest selling good or service?**

- 0920000    1     Yes  
                  3     No

**93. How unique is your enterprise's most innovative good or service?**

0930000

*Check (✓) only one*

- |   |   |                       |
|---|---|-----------------------|
| a. It has unique innovative features and there are no or few substitutes for this innovative good or service and/or its innovative features | 1 | <input type="radio"/> |
| b. It has some unique innovative features but there are substitutes for this innovative good or service and/or its innovative features      | 2 | <input type="radio"/> |
| c. Similar innovative features and/or innovative goods or services are widely available on the market                                       | 3 | <input type="radio"/> |

## Marketing innovation

A marketing innovation is the implementation of a new marketing concept or strategy that differs significantly from your enterprise's existing marketing methods and which has not been used before.

- It requires significant changes in product design or packaging, product placement, product promotion or pricing.
- Exclude seasonal, regular and other routine changes in marketing methods.

94. During the three years 2007 to 2009, did your enterprise introduce:

	Yes	No	
a. Significant changes to the aesthetic <b>design or packaging</b> of a good or service (exclude changes that alter the product's functional or user characteristics – these are product innovations)?	1 <input type="radio"/>	3 <input type="radio"/>	0940010
b. New media or techniques for <b>good or service promotion</b> (i.e. the first time use of a new advertising media, a new brand image, introduction of loyalty cards, etc.)?	1 <input type="radio"/>	3 <input type="radio"/>	0940020
c. New methods for <b>good or service placement</b> or sales channels (i.e. first time use of franchising or distribution licenses, direct selling, exclusive retailing, new concepts for good or service presentation, etc.)?	1 <input type="radio"/>	3 <input type="radio"/>	0940030
d. New methods of <b>pricing goods or services</b> (i.e. first time use of variable pricing by demand, discount systems, etc.)?	1 <input type="radio"/>	3 <input type="radio"/>	0940040

If "No" to all four options → Please go to question 97

Otherwise → Continue with question 95

95. Did the introduction of your enterprise's marketing innovations in 2009 involve:

	Yes	No	
a. Existing goods or services?	1 <input type="radio"/>	3 <input type="radio"/>	0950010
b. New or significantly improved goods or services introduced during the years 2007 to 2009?	1 <input type="radio"/>	3 <input type="radio"/>	0950020

96. For 2009, please estimate the percentage of marketing expenditures that were assigned to marketing innovations.

0960000  %

97. For 2009, please estimate your enterprise's total marketing expenditures.

\$  0970000

## Use of government support programs for innovation related activities

98. Did your enterprise use any of the following types of government programs during the three years, 2007 to 2009?

Check (✓) all that apply for each business activity

Type of government program	Level of government			Did not use government program
	Federal Government	Provincial/Territorial government	Municipal government	
a. Government training programs	<input type="radio"/> 0980011	<input type="radio"/> 0980012	<input type="radio"/> 0980013	<input type="radio"/> 0980014
b. Government grants	<input type="radio"/> 0980021	<input type="radio"/> 0980022	<input type="radio"/> 0980023	<input type="radio"/> 0980024
c. Government tax credits	<input type="radio"/> 0980031	<input type="radio"/> 0980032	<input type="radio"/> 0980033	<input type="radio"/> 0980034
d. Government procurements	<input type="radio"/> 0980041	<input type="radio"/> 0980042	<input type="radio"/> 0980043	<input type="radio"/> 0980044
e. Government hiring program for recent graduates	<input type="radio"/> 0980051	<input type="radio"/> 0980052	<input type="radio"/> 0980053	<input type="radio"/> 0980054
f. Access to government research facilities	<input type="radio"/> 0980061	<input type="radio"/> 0980062	<input type="radio"/> 0980063	<input type="radio"/> 0980064
g. Government export incentives and services	<input type="radio"/> 0980071	<input type="radio"/> 0980072	<input type="radio"/> 0980073	<input type="radio"/> 0980074
h. Government information and technical assistance programs	<input type="radio"/> 0980081	<input type="radio"/> 0980082	<input type="radio"/> 0980083	<input type="radio"/> 0980084
i. Government market information services	<input type="radio"/> 0980091	<input type="radio"/> 0980092	<input type="radio"/> 0980093	<input type="radio"/> 0980094
j. Other type of government program, please specify: 0981106	<input type="radio"/> 0980101	<input type="radio"/> 0980102	<input type="radio"/> 0980103	<input type="radio"/> 0980104

99. Which type of government program did your enterprise find most critical for your innovative activities?

0990000

(Provide the corresponding letter from question 98 above)

## Measures/activities implemented to mitigate obstacles to innovation

This question explores the problems and obstacles to innovation that your enterprise has confronted, the extent to which your enterprise has implemented specific measures or specific activities to mitigate these problems and obstacles, and whether government support programs were used to support the measures and activities undertaken by your enterprise.

100. a. In 2009, did your enterprise face any market size obstacles to innovation?

1001010

1  Yes → Were measures taken to overcome the obstacles?

3  No

1002010

1  Yes → Were the measures successful in mitigating all market size obstacles to innovation?

3  No

1003010

1  Yes 3  No

Were any government support programs used to overcome market size obstacles to innovation?

1004010

1  Yes 3  No

**b. In 2009, did your enterprise face any internal financing obstacles to innovation?**

1001020

- 1  Yes →  
3  No

Were measures taken to overcome the obstacles?

1002020

- 1  Yes →  
3  No

Were the measures successful in mitigating all internal financing obstacles to innovation?

1003020

- 1  Yes    3  No

Were any government support programs used to overcome internal financing obstacles to innovation?

1004020

- 1  Yes    3  No

**c. In 2009, did your enterprise face any external financing obstacles to innovation?**

1001030

- 1  Yes →  
3  No

Were measures taken to overcome the obstacles?

1002030

- 1  Yes →  
3  No

Were the measures successful in mitigating all external financing obstacles to innovation?

1003030

- 1  Yes    3  No

Were government support programs used to overcome external financing obstacles to innovation?

1004030

- 1  Yes    3  No

**d. In 2009, did your enterprise face any obstacles to innovation due to a lack of skills within your enterprise?**

1001040

- 1  Yes →  
3  No

Were measures taken to overcome the obstacles?

1002040

- 1  Yes →  
3  No

Were the measures successful in mitigating all obstacles due to a lack of skills within your enterprise?

1003040

- 1  Yes    3  No

Were any government support programs used to overcome obstacles due to a lack of skills within your enterprise?

1004040

- 1  Yes    3  No

**e. In 2009 did your enterprise face any obstacles to innovation related to finding and reaching agreements with external collaborators?**

1001050

- 1  Yes →  
3  No

Were measures taken to overcome the obstacles?

1002050

- 1  Yes →  
3  No

Were the measures successful in mitigating all obstacles to innovation related to finding and reaching agreements with external collaborators?

1003050

- 1  Yes    3  No

Were any government support programs used to overcome obstacles to innovation related to finding and reaching agreements with external collaborators?

1004050

- 1  Yes    3  No



**f. In 2009, was uncertainty and risk an obstacle to innovation in your enterprise?**

1001060

- 1  Yes →  
3  No

Were measures taken to overcome the obstacles?

1002060

- 1  Yes →  
3  No

Were the measures successful in mitigating all uncertainty and risk obstacles to innovation?

1003060

- 1  Yes 3  No

Were any government support programs used to overcome uncertainty and risk obstacles to innovation?

1004060

- 1  Yes 3  No

**g. In 2009, were regulatory issues an obstacle to innovation in your enterprise?**

1001070

- 1  Yes →  
3  No

Were measures taken to overcome the obstacles?

1002070

- 1  Yes →  
3  No

Were the measures successful in mitigating all regulatory issue obstacles to innovation?

1003070

- 1  Yes 3  No

Were any government support programs used to overcome regulatory issue obstacles to innovation?

1004070

- 1  Yes 3  No

**h. In 2009, was intellectual property protection an obstacle to innovation in your enterprise?**

1001080

- 1  Yes →  
3  No

Were measures taken to overcome the obstacles?

1002080

- 1  Yes →  
3  No

Were the measures successful in mitigating all intellectual property protection obstacles to innovation?

1003080

- 1  Yes 3  No

Were any government support programs used to overcome intellectual property protection obstacles to innovation?

1004080

- 1  Yes 3  No

**i. In 2009, was government competition policy an obstacle to innovation in your enterprise?**

1001090

- 1  Yes →  
3  No

Were measures taken to overcome the obstacles?

1002090

- 1  Yes →  
3  No

Were the measures successful in mitigating all government competition policy obstacles to innovation?

1003090

- 1  Yes 3  No

Were any government support programs used to overcome government competition policy obstacles to innovation?

1004090

- 1  Yes 3  No



**Thank you for completing this questionnaire.**

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