

# Business Interview Guide 7

## Assessment- Agriculture Sector

Use in conjunction with other interview guides, specifically Guides 1 & 2, to obtain basic information on the business and assess the potential for cluster participation.

- Which of the following best describes your agri-food business? Please choose one:
  - Primary Producer
  - Processor
  - Input Manufacturer
  - Retailer/Service Provider
  - Social Food Distribution
- If a **Primary Producer**, please indicate all that apply:
  - Livestock production
  - Crop production
  - Horticulture production
  - On-farm processing
  - Wholesale
  - Retail (including farm gate or farmers market/stand)
  - Other --- If Other, please specify
- Please estimate the percentage of your gross sales to
  - Farmers (primary producers) \_\_\_\_\_
  - Other agriculture-related business (e.g. Agri-food processors) \_\_\_\_\_
  - Other non-agriculture related business (e.g. general consumer) \_\_\_\_\_
- Please indicate how your sales are distributed geographically (as a percentage of your total sales to each of the above business groups)

|  | Within local community | Within region | Elsewhere in Saskatchewan | Outside Saskatchewan within Canada | USA | International |
|--|------------------------|---------------|---------------------------|------------------------------------|-----|---------------|
| Total sales to farmers                 |                        |               |                           |                                    |     |               |
| Total sales to Ag-related business     |                        |               |                           |                                    |     |               |
| Total sales to Non Ag-related business |                        |               |                           |                                    |     |               |
| Total sales to Marketing Boards        |                        |               |                           |                                    |     |               |



5. Please indicate what percentage of each operating expenditure is spent in each of the following locations

|                       | Within local community | Within region | Elsewhere in Saskatchewan | Outside Saskatchewan within Canada | USA | International |
|-----------------------|------------------------|---------------|---------------------------|------------------------------------|-----|---------------|
| Raw Materials         |                        |               |                           |                                    |     |               |
| Equipment or supplies |                        |               |                           |                                    |     |               |
| Professional Services |                        |               |                           |                                    |     |               |
| Labour                |                        |               |                           |                                    |     |               |
| Overhead/utilities    |                        |               |                           |                                    |     |               |
| Other                 |                        |               |                           |                                    |     |               |

6. Please estimate the gross sales (i.e. not profits) of your business

Year 1 \_\_\_\_\_ Gross Sales \_\_\_\_\_

Year 2 \_\_\_\_\_ Gross Sales \_\_\_\_\_

Year 3 \_\_\_\_\_ Gross Sales \_\_\_\_\_

7. What is the number of full-time employees in your agri-food business?

- 1-5
- 6-10
- 11-50
- 51-100
- 100 +

8. What is the number of part-time employees in your agri-food business?

- 1-5
- 6-10
- 11-50
- 51-100
- 100 +

9. Are you interested in expanding or modifying your current business? Yes/No

*If yes, were you to expand or modify your business, do you expect your labour force requirements to: Stay the same/ Increase/Decrease*

*How are you interested in expanding/modifying your current business? Select All that apply:*

- Only primary production expansion
- Abattoir expansion
- Processing expansion
- Retail expansion
- Involvement in food-based value chains/alliances



- Involvement in bio-based renewable energy/fuel industry
- Other. If Other, please specify

10. Which of the following applies to your plans? Choose one:

- I plan to maintain the current size of my business indefinitely
- I plan to downsize
- I plan to or have already exited the industry temporarily
- I plan to exit the industry permanently within the next five years
- I plan to exit the industry but expect the business will stay in operation by a family member or other
- None of the above

11. What is your current method of market access for your product? Select all that apply:

- Direct to processing (abattoir or manufacturing)
- Direct to consumer (Farmers Market, Farm Gate)
- Direct to distribution
- Marketed to further production (other producers of same)
- Other --- If Other, please specify

12. Are you personally interested in any of the following for your business or for this area?

- Bio-based fuels or energy
- Ethnic market opportunities
- Organic market opportunities
- Export market opportunities
- Branded food production (i.e. health attributes)
- Value added/further processing
- Local food distribution network
- All of the above
- None of the above
- Other -- If Other, please specify

13. Are there barriers to market access? Yes/No

If Yes, check all that apply to your business:

- Volume requirements by customer too high
- Food safety and traceability programs
- Quality assurance protocols
- Access to storage and distribution channels
- Marketing support
- Land use classification (zoning bylaws)
- Tax burdens
- Regulatory burden (i.e. conservation authorities, health)
- Distribution systems
- Other ---If Other, please specify



14. Which of the following tools would support agri-food business growth? Select all that apply:

- Improved local processing capacity
- Access to value-added processing
- Retail partnership opportunities
- Distribution programs
- Improved permit and regulatory approval processes
- Supportive tax policies
- Marketing programs
- Greater municipal agricultural support
- Additional agricultural programming in the educational sector
- Improved access to information and resources
- None of the above
- Other \_\_\_\_ If Other, please specify

15. What organization(s) do you now rely on for information and support of your business?

- Federal Government – list departments
- Provincial Government – list departments
- Municipal or Indigenous Government (eg; economic development organization) – please specify
- Local, Provincial or National Commodity/Industry Organizations - specify
- Manufacturing or Processing Association - specify
- Retail or Business Chamber Association - specify
- General Farm Organizations -specify
- Others – Please be specific.

16. Listed below are a number of organizations that assist in agriculture related businesses. Please rate your level of satisfaction with the services provided. NC = No contact 1 = Poor 2 = Fair 3 = Good 4 = Excellent

- Producers Association
- Farmers Union
- Local Agricultural Advisory Committee
- Local/Regional Economic Development Department
- Commodity Organizations
- Marketing Organizations

17. Would you be interested in any of the following to develop your agri-food business? Select all that apply:

- Formal organized alliances i.e. cooperatives
- Participate in regional pricing policy
- Regional sales and marketing tools
- Brand-related grow protocols



- None of the above
- Other ---If Other, please specify

18. What information/assistance would support your business growth? Select all that you feel are important?

- Business services such as business planning, feasibility studies, market research
- Resource/financing support
- Education and information sessions and materials
- Networking services to connect with potential business partners
- None of the above
- Other ---If Other, please specify

19. How important are each of the following factors for agri-businesses in your municipality?

- Minimum Distance Separation for new or expanding farms and homes
- Road maintenance
- Snow removal
- Fencing
- Drainage
- Local agricultural polices
- Conflicts with local resident's/property owners
- Service to rural property owners (water, gas, garbage collection)
- Veterinary services
- Processing facilities
- Irrigation
- Other. Specify

20. What, if any, regulations/legislation of any provincial ministries are impediments to the operation of your agri-business?

21. During the next 18 months, how important will each of the following factors be to your business?

- Land use issues
- Overall cost of doing business
- Securing financing for operations
- Securing financing for expansions
- Public concern/awareness of industry
- International/national competition
- Technological changes



22. Are there assets or infrastructure that you would like to see developed to support agriculture? (select all that apply)

- Local abattoir
- Processing facility (specify)
- Broadband
- Natural gas/energy source
- Better access to transportation links (road, rail, food hub etc.)
- Other -- If other, please specify

