

Canada

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Interviewed entities:

Region	Number of entities	Entity
Canada	6	McGraw Seafood Tracadie, N-B
		A.L.P.A. équipement Balmoral, N.-B
		Groupe Savoie Saint-Quentin, N.-B.
		DBM Charlo, N.-B
		Triangle Kitchen Ltd, Dieppe,
		Lepage holding

MANAGEMENT AND SUPPORT

The companies included in this research are mostly private companies. One is a micro enterprise, one is a small enterprise, three are medium enterprises and one is a large enterprise.

STRATEGY PLANNING (VISION AND MISSION)

100% of investigated companies have put in place a strategy plan. The strategic planning process is according to the respondents: Growth and to be aware of what will happen in the future. The process usually takes the form of once a year retreat with or without an external consultant.

TREND'S MONITORING

All of investigated companies run KPI's monitoring system .Two companies has corrective action plan in any case of trends deviation and one does not.

CERTIFICATIONS

2 of 3 investigated companies mentioned that they are holders of some certificates:
 ISO 9001 2008 and
 Dozens of certifications for quality
 SFI (2015..2019 Fiber Supply Standard)
 PEFC (ST 2002-2013)

SBP (Sustainable biomass partnership)
ISPM15, Heat Treatment Program.

MONETIZATION

66 % (2 respondents from 3) respondents have revenues stable and quite predictable. One respondent doesn't, they are in the field of construction and customers, including the government are very slow to pay. 2 companies have access to Banking loans, workforce expansion fund, Opportunity New Brunswick (a provincial government entity) and the National Research Council.

REVENUE MODEL

One of respondents uses a specific tool within the pricing policy like Discount for "great clients". The rest of respondents do not have specific measures.

EMPLOYMENT

One of respondents are able to attract and retain a skilled workforce but do not have a 100% success rate. They try to attract and retain people by promoting our corporate culture and opportunities to internal developments for example.

Another respondent employs disabled and only all employ seniors in their companies. 100% investigated companies accept students for an internship. For other respondents it is difficult, since they are still a small company.

PARTNERS AND NETWORKS

33% of respondents are in a partnership with other companies. All companies in the network are from the same sector (construction). 66% of the respondents apply the HEI-company-research triangle and 100% of respondents cooperate with local or regional government.

As for waste use, this is very diversified. One of the companies process wastes from its production. The other - domestic waste is sent to the sites, one respondents use services of Eco360 Southeast company.

0 % of respondents are in a partnership with social enterprise but 66 % of them cooperate with universities (CCNB, University de Moncton). 66 % of investigated

companies also participate in educational process. 66 % of respondents think that there are taught study programs tailor made their needs.

RESOURCES

All respondents analyzed the structure of their expenses and all declared making profit. The financial resources for the business are profit, loans and EU funds, founder investment, membership fees and support from government. 60% of asked companies develop human resources through personal trainings, higher educational degrees or secondary education. 40% of respondents encourage their employees to attend personal development. The critical skills of employees are mathematics and science . 60% of respondents have proven and analysed structure of expenses once in year and all of them except one make profit.

MARKETING SYSTEM

Marketing

The most used channels for marketing and promotion are online, word to mouth, references and all kinds,(social media, specific sites), one of respondents is not in retail. One company is in the process of formulating the marketing strategy. The respondents are not considering to extend the strategy in the future, however one respondent plan but not yet determined which tool.

Customers

The number of individual business customers moves between 100 to 200 customers. Investigated companies (3) focus on following customer segment: Professional working, retirement, new arrival / migrant / immigrant, Environmental products. That is to say any construction which aims at eliminating the losses and improve the environment. Sector of the pallet handling.

First respondent has target customers on 50% local, 30 % national and 20 % international, the 2nd one Local 2%, regional 68% and national 30%. The third have target National and international.

INNOVATION SYSTEM

Offer

100% of investigated companies apply the process of the product or service development.

Value proposition

33 % of respondents consider to make the production more diversified, 33% want to focus on the services they are good at and for the rest primary goal is to maximize the value of the raw material available to them. The product is easily marketable for one company, the 2nd is yes and no, our walk is general, for the 3rd company is not easily marketable except for ecological fuels. Customers can clearly differentiate the product of one of investigated company, the rest replied „no“. One respondent declared that the brand is meaningful in the customer's perception.

Sustainability

The investigated companies have declared the relations, from the marketing point of view as great customers due to prompt service. One respondent would suggest to improve it by speaking to them and meet regularly, face to face.

The measures so the competitors don't copy the products of the respondents are similar - maintenance and customer service creative at solving problems.

The advantage in comparison with other competitors is for one company that they are local, prompt, maintained, present, the other declares their way of dealing with difficult projects and the 3rd company declared that they have guaranteed supply.

All respondents replied that they can you innovate more successfully than your competitors.

BIOECONOMY PRODUCTION SYSTEM

Offer

The asked companies provides following products/services: Real Estate accommodation, apartment, office rental, challenge resolution for customers, turnkey service for mechanical services, environmental Services.

Capacity and capacity planning

Respondents are different in this respect. One company doesn't have any analysis, one company no and yes, depends on conditions and customers, for one it is not relevant. All companies process the balance the customer order fluctuation with their capacity.

Sustainability

The investigated companies remain sustainable with following: Daily management, communication for emergency, salaries are adjuster for each region and customers, with creativity, they can do more with less. Continuous improvement of their processes, cost control.

QUALITY MANAGEMENT

100% of respondents have target value for customer quality claim. One of 3 asked company has escalation system than the costumer claim is higher than expected. One of them has until a certain point because of a big lack of manpower to qualify (Pipefitters, plumbers, welders, electricians, etc.) One company declared some flexibility but limited in terms of resources and manpower.

Two respondents have action plan to develop the product quality, for one it is not relevant.

SUPPLIERS

Investigated respondents have key supplier between 20-50. For one company it is not relevant. One company answered that 5% of their performance depend on their suppliers, for the 2nd company 20% and for the 3rd the question is not relevant.