

New Rural Economy Role of Small Business and Entrepreneurship in Rural Communities

Thank you very much for agreeing to participate in our research on the new rural economy in Canada.

The purpose of this survey is to explore issues related to entrepreneurship and business development among small and medium sized enterprises in rural communities. There are two parts:

- ! First, please answer all of the questions in this survey that are applicable to your business. This should take approximately 30 minutes to 45 minutes, depending on how many questions are applicable to your business.
- ! Second, there will be a short interview based on the twelve (12) questions marked in bold throughout the survey. The questions generally ask for an explanation or more detail than can be provided in a simple “yes” or “no”. This will help us to better understand the answer you provide. The interview will be conducted when the survey is picked up from your business at a pre arranged time. The interview should last about 20 minutes.

What you should know:

- ! The research is part of the 5-year NRE Project with an objective to discover how the economic and social conditions in rural Canada have changed over the last few years. The information will help us develop policy recommendations to revitalize rural Canada.
- ! A total of 80 small businesses from 20 different rural communities are participating in this project.
- ! Your individual responses will be confidential within the people on the research team.
- ! Generally distributed information will only be provided in an aggregated or summary form.
- ! You can refuse to answer particular questions or participate in the interview at any time without cost.

There are nine sections:

- ! General business profile questions.
- ! Questions about business location, growth, and competitiveness.
- ! Questions about market coverage and exporting
- ! Questions about networks and information.
- ! Questions about work force issues.
- ! Questions about finance & administration.
- ! Questions about technology.
- ! Questions about business climate in the community.
- ! Questions about global trade impacts.

Your Name Gender Female / Male
Your Position in this Business (owner, manager, etc)

Business name
Address
Phone number URL (website)
Fax number E-mail address

Interviewer
Community name NRE cell number

General Business Profile

1. What year did this business open? What year did you become the owner?

Year opened _____

Year you became owner _____

2. What is the ownership structure of your business?

a I am the sole owner

b I own the business in partnership with other(s) in my family

c I own the business in partnership with other(s)

d other (specify):

3. Which of the following best describes the major activity of this business?

a accommodation/hospitality (motel, inn, bed and breakfast, restaurant)

b business/professional services (lawyer, accountant)

c construction/maintenance

d crafts/artists

e equipment maintenance/repair

f personal services (barber, hair salon, fitness centre, pool hall)

g processing/manufacturing

h retail/wholesale (grocery, corner store)

i financial services (bank, credit union, insurance)

j other (specify:)

4. Where were you born?

a born locally (within 50km of this community)

b born more than 50km away but in another rural community in this province

c more than 50km away but in an urban community in this province

d another province

e another country

5. How have your sales and employment levels changed since 1995 (or since the business opened, if opened after 1995)? Circle the appropriate number beside each item.

	increased	about the same	decreased
sales volume	1	2	3
full time employees	1	2	3
part time employees	1	2	3

6. Do you have any registration or certification with international quality standards such as ISO 9000 or 14000 series?

a no, this is not applicable to our business

b no, and we have no intention of doing so (Please explain the reasons why you have no intention of doing so.)

c no, but we are thinking of doing so

d no, but we are in the process of doing so (Please explain why you chose to do this, and what benefit you expect it to bring to your business.)

e yes, we are certified (Please explain why you chose to do this, and what benefit it has brought to your business.)

Business Location, Growth, And Competitiveness

7. What are the five (5) most important reasons why you have located your business in this community? Please rank in order with "1" being the most important. Write the number beside the statement.

- | | |
|---|---|
| a I grew up here / have strong ties to the area | j there is good support from local organizations and associations |
| b rural environment/lifestyle | k the quality of the telecommunications infrastructure meets my needs |
| c clean environment | l people offering business services (e.g. courier, printing, research and development) are located here |
| d wanted to make links with businesses here which are similar to mine | m my spouse/partner moved here for employment, and then I opened a business |
| e to be close to my markets/customers | n Other (please specify) |
| f to be close to my suppliers | |
| g there are good employees here | |
| h the municipal government is business-friendly | |
| i favourable taxes in this area | |

8. What are the five (5) most important factors which contribute to the success of your business? Please rank in order with "1" being the most important. Write the number beside the statement.

- | | |
|--|--|
| a we have a good reputation | k our customers are loyal to our business |
| b our prices are competitive | l we contribute to the community |
| c our products/services are high quality | m we have partnerships with other businesses |
| d we only offer a few products/services, but they are of the highest quality | n we have a good distribution network |
| e we have a large range of products/services | o we are good at marketing our products/services |
| f our operating costs are relatively low | p we do research and development to test new products/services |
| g we have skilled workers | q we develop new products/services |
| h our knowledge of the market is good | r government assistance programs |
| i the business skills of the owner | s other (please specify) |
| j local people support our business | |

9. In what ways does the population size of this community and its relative location to other communities serve as an advantage to your business?

10. In what ways does the population size of this community and its relative location to other communities serve as a disadvantage to your business?

11. What were the main challenges you faced in trying to start your business? During the first year of operation? What are your current challenges? Please place a check mark beside each issue, in each column, as appropriate.

	Challenge when trying to start this business	Challenge during first year in business	Current challenge
Lack of money for buildings and equipment			
Lack of money for week-to-week operations			
Lack of money to adopt new technologies			
Lack of money for marketing			
Building awareness in the market that the business is open			
Lack of support from local government and agencies			
Lack of information on markets			
Lack of research & development			
Labour/employee problems			
Poor productivity			
Poor quality of product / service			
Increasing competition			
Problems obtaining patents or permits			
Facilities and buildings don't meet our needs			
Lack of community support / patronage			
Declining customer base			
Local taxes too high			
Provincial/federal business taxes too high			

Other (please specify)			
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12. Are your equipment, techniques of production, and skills of your staff more or less advanced compared with others in your sector?

	more advanced	same	less advanced	don't know	not applicable
equipment	1	2	3	4	5
production techniques	1	2	3	4	5
skills of your staff	1	2	3	4	5

13. To what extent is your business generally a leader in your sector when it comes to making changes, or do you tend to make changes after others in your sector have done so? Circle the appropriate number beside each item below. (Note: an example of being a leader in human resource training is to have an ongoing program of training for staff; an example of following others is to implement a specific training program in response to a new development forced upon your business in order to remain competitive, and it is likely a one-time activity.)

	almost always a leader	usually a leader	neutral	usually follow others	almost always wait for others
Developing/marketing new products/services	1	2	3	4	5
Adopting new technologies	1	2	3	4	5
Human resource training	1	2	3	4	5
Enhancing customer relations	1	2	3	4	5
Changing Pricing	1	2	3	4	5
Purchasing practices	1	2	3	4	5
Targeting new markets	1	2	3	4	5

14. Describe the degree to which each of the following statements apply to you.

	Always	Frequently	Sometimes	Rarely	Never
I like to be my own boss	1	2	3	4	5
I take calculated risks	1	2	3	4	5
I am creative (do things a bit differently)	1	2	3	4	5
I am innovative (try new ideas)	1	2	3	4	5
When someone says "it can't be done", I take it as a challenge	1	2	3	4	5
When I choose to start a business, a stable income is more important than potential for growth	1	2	3	4	5

15. In your opinion, what types of support or resources are missing in your community or region that would help you become more competitive?

In the Community:

In the Region:

Market Coverage And Exporting

16. Indicate the percent of your sales by market area for 1995 (or for the year the business opened, if opened after 1995) and for 1999.

	1995	1999
Local, within this community		
Provincial, outside this community		
National, outside this province		
International, outside Canada		

Total	100%	100%
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17a. Which of the following describes your situation with respect to exporting your products or services to international markets?

- a exporting is not applicable to our business (go to #18)
- b we do not export and are not interested in doing so (go to #18)
- c we do not export but are interested in the possibilities of doing so (go to #17b)
- d we currently export (go to #17c)

17b. What assistance do you require as explore the possibilities of exporting?

17c. Are you experiencing any difficulties with your current exporting activities? Please describe in detail.

18. Do you import primary materials, pieces, production equipment, etc. directly from companies outside the province or outside the country?

- a yes, from outside this province
- b yes, from outside this country
- c no

Networks And Information

19. Are you part of a business network where you can obtain information, expertise or resources? How important are each of these networks to the success of your business? Please write the name of each network in the first column, then circle the appropriate number which best indicates its importance to your business.

A yes B no

Name	If yes: Relative Importance for The Success of My Business				
	Very Important	Important	Neutral	Not Important	Not Very Important
	1	2	3	4	5

	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5

20. Do you participate in any business, retail, commercial or industrial fairs (trade shows)? What is the geographic focus of these? Please place a check mark in the appropriate column beside each location.

Geographic Focus	Yes, two or more per year	Yes, once per year	Yes, but not every year	No
local				
regional				
provincial				
national				
international				

21. How interested are you in developing the following types of networking opportunities for your business? Please circle yes or no to indicate whether or not you are already doing each type of networking. For each one that you are not doing, please indicate your relative interest in each.

Type of network	I am already doing this type of networking.		If no: Relative interest in each type of networking opportunity.				
			Very Interested	Interested	Neutral	Not Interested	Not Very Interested
regular face-to-face networking with other businesses in the community	yes	no	1	2	3	4	5
regular face-to-face networking with businesses in my sector in other communities	yes	no	1	2	3	4	5
using the Internet at my own pace to network with other businesses	yes	no	1	2	3	4	5
using the Internet for “live chats” with other businesses on a regularly scheduled basis	yes	no	1	2	3	4	5

using other communication technology (video or telephone conferences for example) to network with businesses in other communities	yes	no	1	2	3	4	5
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22. Does your business participate in one or more formal or informal arrangements with other businesses for any of the following purposes? If you do not, would you be interested in such an arrangement? Please place a check mark in the appropriate column beside each activity.

Purpose	Yes, presently	No	Would be interested	Does not apply
granting licences				
manufacturing				
research and development				
client services				
billing clients/collecting overdue accounts				
sharing distribution and sales services				
training staff				
sharing warehousing and shipping services				
other (please specify)				

23. Do you make use of any of the following sources of information to help you in your business? Please place a check mark in the appropriate column(s) beside each source to indicate that you use that source of information. Check as many in each row that apply. For example, you may use your employees for advice only, but you may use local agencies to help make important decisions and to collect information.

	to help make important decisions	to obtain advice and guidance	to discuss general business issues	to collect information	for other reasons
management					
employees					
customers					
competitors					
suppliers					

local agencies					
sector associations					
universities, colleges, research centres					
government departments					
trade shows, commercial or industrial fairs					
financial institutions					
business clubs					
	to help make important decisions	to obtain advice and guidance	to discuss general business issues	to collect information	for other reasons
my lawyer					
my accountant					
my business colleagues					
family and friends					
Internet					
general media					
sector publications					
government publications					
other (please specify)					

24. Which types of voluntary organizations do you currently participate in? Do you consider yourself to be a regular member or a key leader (being on the executive, for example) in these organizations? Check all of the types you are involved in, and circle “member” or “leader” for each.

Organization Type	You are a member	You are a leader
Environment & Wildlife	member	leader
Multidomain	member	leader
Arts & Culture	member	leader
Health	member	leader
Law & Justice	member	leader
Social services	member	leader
Foreign & international organizations	member	leader
Sports & recreation	member	leader
Society & public benefit	member	leader

Religious organizations	member	leader
Education and youth development	member	leader
Employment & economic interests	member	leader
Other (Please specify)	member	leader

25. On average, about how many hours per month do you as an individual devote to the activities of these voluntary organization(s)?

of hours per month _____

26. What are your main financial contributions to this community? Do not include “employment for others” and “pay local taxes”. (Examples might include but are not limited to: silent loans to other businesses; support or participate in youth entrepreneurship program; donate prizes to local events; contribute to fundraising efforts of local groups). Please list up to, but no more than five (5).

27. What are your main non-financial contributions to this community? (Examples include: serve on council; participate as a community volunteer; work with youth; my employees can use business time and resources for their volunteer work in the community; provide space for meetings and activities; participate in school-work placements or apprenticeship programs). Please list up to, but no more than five (5).

Work Force Issues

28. Are any of the following labour issues problematic for you? If yes, how serious are these problems? Please write yes or no beside each issue. If the issue is not applicable to your business, please write “n/a” in the box and skip to the next issue. If the issue is a problem for you, circle the appropriate number beside the statement to indicate how serious the problem is.

	Yes/No	If yes: how serious is this problem?
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		Minor problem	Somewhat of a problem	Very serious problem
Retention of workers		1	2	3
Reliability of workers		1	2	3
Good work ethic		1	2	3
Hiring skilled and competent people		1	2	3
Lack of professional managers		1	2	3
Lack of professional workers		1	2	3
Access to training programs		1	2	3
Attitude of youth to work		1	2	3
	Yes/No	If yes: how serious is this problem?		
		Minor problem	Somewhat of a problem	Very serious problem
The current EI system discourages people from working		1	2	3
The current EI system is too expensive for employers		1	2	3
General hassle with hired labour		1	2	3
Government hassle on payroll administration		1	2	3
Level of payroll taxes		1	2	3
Can't afford the level of wages		1	2	3
Can't afford to pay full time wages		1	2	3

29. Do you have an ongoing program of training and development for your employees?
a yes
b no
c not applicable

Finance & Administration

30. Which of the following were sources of capital used by your business for startup purposes, and which are used operations? Please place a checkmark beside each item as it applies to either startup or

operations. The same source of capital might be checked off in both instances, if appropriate in your business.

	Startup	Operations
Personal savings and earnings of the owner		
Mortgage on owner's home or property		
Personal loan from a financial institution		
Line of operating credit from a bank		
Personal credit card		
Loan from a family member or relative		
Loan from a friend or colleague		
Equity position held by a partner		
	Startup	Operations
Equity position held by a venture capital firm		
Profits generated by the business		
Government grants/programs		
Other (please specify)		

31. What investments have you made in your business in the last three years? What was the purpose of these investments? Please circle all of the appropriate answers in each column.

Type of investment(s)	Purpose of the investment(s)
a purchased or built new buildings b renovated or expanded existing buildings c purchased new production/service equipment d purchased new computer equipment e installed new information management systems f no capital investments g other (specify)	a to increase the volume of our products/services b to offer new products/services c to modernize your buildings/workspace d to modernize equipment e to change production/service patterns f to work with new markets or customers g to improve customer service h to improve the quality of our product/service i other (specify)

32. Do you have precise capital investment plans for your business in the next three years? If yes, please describe.

a yes (please describe)

b no

33a. Have you ever been turned down for a business loan from any source?

a yes (go to #33b)

b no, applied and was successful (go to #34)

c no, never applied for a business loan (go to #34)

33b. If yes, which of the following have been identified as issues or problems with your loan application? Please circle all that are appropriate.

a not enough collateral

b questioned your ability to service the new debt

c you already had too much leverage on your existing loans

d too much exposure for the lender

e the high cost of borrowing

f your proposal was considered too risky

g the location of your business in a rural area or small town

h other (please specify)

34. To what extent do the regulations of the following groups enhance or hamper your ability for business expansion. Please explain your response.

	significantly enhance	enhance	have no impact	hamper	significantly hamper	don't know
Local government	1	2	3	4	5	6
Provincial government	1	2	3	4	5	6
Federal government	1	2	3	4	5	6
World Trade Organization	1	2	3	4	5	6

35. What is the single most important thing each of the following levels of government could do to assist your business today?

Government Level	Government Action
Municipal	
Provincial	
Federal	

36. Does your business currently benefit from any of the following supports from any level of government? If yes, how helpful are these supports to your business? Please write yes or no beside each type of support. If you benefit, circle the appropriate number beside each statement to indicate how helpful the support is.

	Yes/No	If yes: how helpful?		
		Very helpful	Helpful	Not very helpful
Tax exemptions		1	2	3
Subsidies of any kind		1	2	3
Grants		1	2	3
Loan guarantees		1	2	3
Interest free loan / Repayable contribution		1	2	3
Exemptions from environmental regulations		1	2	3
Exemptions from labour regulations		1	2	3

37. In the last three years have you used any government programs? If yes, how satisfied were you with the programs? Please write the name of each program in the first column, then circle the number which best reflects your level of satisfaction with the program.

A yes

B no

Name of Program	If yes, your level of satisfaction with the programs.				
	Very Satisfied	Satisfied	Neutral	Not Satisfied	Not Very Satisfied
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5

Technology

38. What importance do you place on adopting new technologies for each of the following points? Please circle the appropriate number beside each statement for your business.

	very important	more important	important	less important	not important	does not apply
to develop new products/services	1	2	3	4	5	6
to develop new processes	1	2	3	4	5	6
to use new equipment	1	2	3	4	5	6
to retain your existing markets/customers	1	2	3	4	5	6
to retain your existing suppliers	1	2	3	4	5	6
to develop new markets	1	2	3	4	5	6
to develop new suppliers	1	2	3	4	5	6
to keep up with or stay ahead of competitors	1	2	3	4	5	6
to recruit new employees	1	2	3	4	5	6
to develop more expertise	1	2	3	4	5	6
to address your training needs	1	2	3	4	5	6
for other reasons (specify)	1	2	3	4	5	6

39. On a scale of 1 to 5, where 1 is “very available and 5 is not available”, to what degree is information available to you about implementing new technologies, as it relates to your business?

very available 1 2 3 4 5 not available don't know does not apply

40. Which of the following best describes how you currently make use of the Internet for communicating with your **customers**? For each description please choose one of the following responses: yes, no, planning in the near future, or no plans; and provide any relevant comments.

	Status	Comment
A Advertising: you do not have a web page, but you advertise on other web sites.	a yes b no c planning in near future d no plans for this	
B Information: You have a basic web page, used almost exclusively for advertising.	a yes b no c planning in near future d no plans for this	
C Interaction: customers can download information from your website, or send e-mail directly to you.	a yes b no c planning in near future d no plans for this	
D Integration of business processes: you have a database-driven website. Customers use the Internet to carry out business functions. For example, they can check the status of their order.	a yes b no c planning in near future d no plans for this	
E E-commerce: customers pay for product or service on line (using a credit card)	a yes b no c planning in near future d no plans for this	

41. In the list of technologies below, which ones does your business possess? Please circle all that apply.

- | | |
|--------------------------------------|---|
| a computer operated machines | g decision making / project management software |
| b robots | h electronic data interchange (EDI) |
| c industrial computers | i internal E-mail |
| d computer assisted design (CAD) | j other management technologies (specify:) |
| e just in time production technology | |

f other production technologies (specify:)

42. Do you conduct research and development?

a yes, internally

b yes, in association with another business(es)

c yes, through an association

d no

e not applicable to my business

Business Climate In The Community

43. To what extent have you made plans for the future ownership or management of your business, in the event that you wish to leave this business?

a have a firm succession plan in place

b have thought about this, but have no firm plans

c have no plans at this time

44. Assume for a moment that you might be interested in selling your business, for whatever reason. On a scale of 1 to 5, where 1 is “quite likely” and 5 is “not likely at all”, to what extent do you feel you would you be able to sell your business to someone in this community, at a fair price and within a reasonable timeframe?

Quite likely 1 2 3 4 5 Not likely at all Don't know

45. On a scale of 1 to 5, where 1 is “very positive” and 5 is “very negative”, how would you describe the business attitude in this community these days?

Very positive 1 2 3 4 5 Very negative

46. On a scale of 1 to 5, where 1 is “much more positive” and 5 is “much more negative”, how would you describe the business attitude today compared to 10 years ago?

Much more positive 1 2 3 4 5 Much more negative

47. To what extent are the people in this community entrepreneurial or non-entrepreneurial? We define entrepreneurial as being innovative, risk-taking, and acting on opportunities.

Explain your answer.

Very entrepreneurial 1 2 3 4 5 Very non-entrepreneurial

48. Would you recommend that a young person get started in your kind of business today in this community? Why or why not?

- a yes
- b no

49. To what extent do you agree that the following statements apply to businesses in this community?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
Businesses I know have few problems expanding to meet increased demand and opportunity.	1	2	3	4	5	6
Businesses I know face significant challenges to expand their sales in markets more than 50km away from their production site.	1	2	3	4	5	6
Businesses I know have trouble getting enough financing from banks.	1	2	3	4	5	6
Businesses I know have trouble getting enough financing from other sources.	1	2	3	4	5	6
Businesses I know are relatively content at their present level of operations.	1	2	3	4	5	6
Of the businesses I know that want to grow, most know how to take the next steps needed to grow.	1	2	3	4	5	6
When someone wants to start a new business, they are generally given lots of encouragement and support.	1	2	3	4	5	6
When someone wants to start a new business, they are generally able to get some financial help from the local community if they need it.	1	2	3	4	5	6

Business people tend to get involved in non-business, voluntary organizations in this community.	1	2	3	4	5	6
Business people tend to get involved as leaders in non-business activities or events.	1	2	3	4	5	6
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
When business people get involved as leaders in non-business activities or events, other people in the community see this as a good thing.	1	2	3	4	5	6
The businesses in this community are good employers.	1	2	3	4	5	6

50. On a scale of 1 to 5, where 1 is “strongly agree” and 5 is “strongly disagree”, to what extent do these statements apply to this community:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't know
Our local economy has a very positive effect on personal relationships in our community.	1	2	3	4	5	6
We pull together here, even without crises.	1	2	3	4	5	6
Our community is very open to outsiders.	1	2	3	4	5	6

51. Is your business currently involved in disputes regarding rights to use natural resources?

Please describe. (Note: an example would be First Nation land claims on forest resources.)

- a yes
- b no
- c not applicable

52. Would you agree that the underground or informal economy now accounts for a greater share of the total local economy than it did 5 years ago. (We define the informal economy as all business activity outside the formal tax system, including free labour, all kinds of barter, unrecorded cash, and pricing based on friendships and arrangements rather than the going market prices.)

Strongly agree 1 2 3 4 5 Strongly disagree don't know

53. On a scale of 1 to 5, where 1 is very helpful and 5 is not very helpful, do you view the informal economy here as a useful contributor to:

	Very Helpful	Helpful	Neutral	Not Helpful	Not Helpful at All	Don't know
helping some people make a livelihood in difficult times	1	2	3	4	5	6
providing needed products and services other businesses currently do not offer	1	2	3	4	5	6
the survival of our community	1	2	3	4	5	6

Global Trade Impacts

54. Is uncertainty associated with global trade a significant obstacle to private investment in new or expanding businesses in this community?

a yes

b no

55. What does trade liberalization mean to you?

56. Is your business currently affected by trade liberalization?

a yes (please continue to answer #57 - #66)

- b no (you are finished - thank you! - please turn to the last page of this survey)
- c don't know (you are finished - thank you! - please turn to the last page of this survey)
- d not applicable (you are finished - thank you! - please turn to the last page of this survey)

57. Which countries does international competition come from for your business sector?

58. How long have you been feeling international trade effects on your business?
 Since _____ (year)

59. What has been the net effect of trade liberalization on your business' profits or losses since you began feeling the effects? Please circle all that apply.

- a increase in revenue
- b increase in total cost of operating
- c contributed to profits
- d decrease in revenue
- e decrease in total cost of operating
- f contributed to losses

60. Describe your strategy to deal with these trade effects. Please circle are that apply.

- | | |
|---|------------------------------------|
| a increase our production/service | h change our market focus |
| b decrease our production/service | i change our management style |
| c hire more workers | j change our business organization |
| d lay-off workers | k look for government assistance |
| e change production technology | l approach politicians for help |
| f add new products/services | m other (please specify) |
| g reduce the range of products/services | |

61. Do you have adequate information about the following issues affecting your own business specifically as it relates to the global market place and trade liberalization? Do you need more information about these? Please place a check mark in the appropriate column next to each issue.

	Have Adequate Information	Need More Information	Does not apply to my business
Technology			
Environment			
Management			
Input supply and prices			
Output prices			
Potential new customers			
New demand for alternative products and services			

62. On a scale of 1 to 5, where 1 is “very important” and 5 is “not important”, to what extent is government an important source of business information for you as it relates to global trade issues?

Very Important 1 2 3 4 5 Not Important N/A

63. On a scale of 1 to 5, where 1 is “strongly agree” and 5 is “strongly disagree”, to what extent do you feel that you have better access to new technology since feeling trade effects?

Strongly agree 1 2 3 4 5 Strongly disagree N/A

64. On a scale of 1 to 5, where 1 is “greatly increasing” and 5 is “greatly decreasing”, is competition from businesses in other countries leading (or has led) you to modify your quality standards? (Note: Here we are referring to total quality control, ISO certification, etc)

Greatly increasing 1 2 3 4 5 Greatly reducing N/A

65. On a scale of 1 to 5, where 1 is “much less pressure” and 5 is “much more pressure”, do you feel that your business is under less or more pressure to be more competitive in the global economy since feeling the effects of trade?

Much less pressure 1 2 3 4 5 Much more pressure N/A

66. Have you had to face seriously the possibility of bankruptcy since feeling the effects of trade? a yes
b no
c not applicable

Thank you very, very much for helping us with this survey.

Please remember that we would like to discuss your answers to the questions marked in bold text when we pick up the survey.