

employees and other external partners to what is needed to succeed every day. For instance, British Columbia's Premium Brands, which owns 29 diverse food companies, is driven by maintaining the entrepreneurial spirit across these companies and avoiding commoditization. Quebec's Domaine Pinnacle's purpose is all about creating an international brand for ice cider.

- Success is also driven by creating layers of uniqueness from the quality of ingredients to delivering what consumers want. Quebec-based Bonduelle Americas does so by emphasizing its planning and forecasting of its vegetable supply in central Canada to ensure plant capacity. Saskatchewan's InfraReady produces unique grain products accredited to meet Kosher and Halal certifications, among many others. Ontario-based Ferrero mass markets unique and fresh chocolate products that are difficult to copy. The companies studied reveal multiple points of differentiation, each of which makes them more innovative and this is basis to be more competitive.
- Successful relationships are also vital. Prince Edward Island's Island Abbey Foods, relied on technical experts to assist in product innovation, and globally through a co-branding strategy with international partners. They are the world's only manufacturer of solid, 100% pure honey products. With access to pilot plant facilities and scientists from PEI BioFoodTech and the National Research Council Canada, the company has demonstrated impressive growth in a short timeframe. PepsiCo Foods Canada has forged strong relationships with growers. This is important given that all the oats for two Quaker Oats plants in Canada and the U.S. are sourced from eastern and western Canada. Such depth and breadth of relationships is a competitive advantage.

The fourth factor is supportive external conditions. While the industry has worked with government to create a relatively "open-for-business" approach, which has acted as a powerful magnet for capital and helped make Canada an attractive place for food companies to operate, globalization is forcing new thinking and a more proactive approach for retention and attraction is required. All levels of government are beginning to see the critical importance that growing companies and export mandates play in preserving vibrant communities. Access to high quality raw material from Canadian farms is a tremendous advantage for Canadian manufacturing and should be a more significant catalyst for new investment. The case studies capture observations about how to ensure business conditions continue to be attractive and enhanced, such as all three levels of government working together, and with the industry, to attract and retain investment in communities

Canada's economic future must include a robust and successful food sector. Communities across the country are involved. A substantial amount of our farm production is manufactured in Canada; retailers and consumers seek out quality "Canadian" food made with Canadian ingredients; and global consumers increasingly desire safe, good food, thus building Canada's export potential. They know the value of Canada's food industry. Does Canada?

About CAPI

The Canadian Agri-Food Policy Institute (CAPI) is an independent, unbiased policy forum that is dedicated to the success of Canada's agriculture and agri-food sector. CAPI is a catalyst. It identifies emerging issues, promotes dialogue and advances alternative solutions to issues with

stakeholders across diverse agri-food supply chains and among other food stakeholders. Based in Ottawa, CAPI was established as a not-for-profit corporation in 2004 by the federal government and is guided by a diverse Board of Directors and an Advisory Committee.

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