

# Perspectives on small business in Canada

*CFIB/HP/Intel poll finds Canadians value and respect entrepreneurship; small business is driving growth through IT investment*

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The majority of Canadians highly respect small business. As for small businesses, they too are proud of what they do and share valuable insight into how they started and where they're headed. Technology is an important factor that helps businesses to get there.

Contents	Page
Introduction	1
The general public on small business	2
Small business on small business	6
Small business on technology	8
Conclusion	11
Methodology	11

Earlier this year, the federal government appointed 2011 as the *Year of the Entrepreneur (YOE)*. To celebrate the YOE and its 40<sup>th</sup> anniversary, the Canadian Federation of Independent Business (CFIB), in partnership with Hewlett-Packard (Canada) Co. and Intel of Canada, Ltd. commissioned a set of two opinion polls through the Angus Reid Forum to better understand the public's opinions about small business, entrepreneurship and what it will take to ensure that we maintain a vibrant small business sector going forward.

This report is divided into three sections: the public opinion poll results, results from a poll

of small businesses and specific questions to small business on technology.

Highlights from the polls include:

*Results from public opinion poll:*

- ▶ 94 per cent of Canadians admire entrepreneurs;
- ▶ 92 per cent of Canadians would approve of an immediate family member starting a business;
- ▶ Close to 60 per cent of Canadians indicate that lack of money prevents them from going into business for themselves;

*Results from small business poll:*

- ▶ Close to half of small business employees work for small businesses because they believe in what the business is doing;
- ▶ The main challenges that businesses face are regulation and paper burden, competition from other businesses and total tax burden;

*Results from questions on technology:*

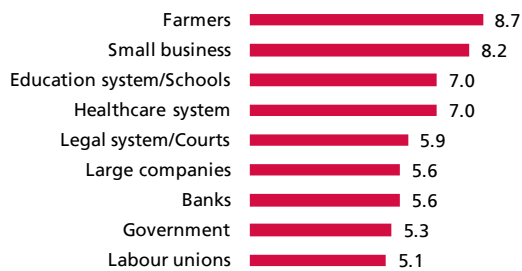
- ▶ In terms of technology adoption, approximately 90 per cent of businesses have at the very least a computer and an internet connection; and
- ▶ More than 80 percent of businesses feel that their investments in technology met or exceeded their expectations.

## The general public on small business

Canadians place a great deal of importance on small businesses and their contributions to the community, and to the economy overall. In fact, Canadians place small business as the second most respected institution behind farmers. Both institutions received high scores, small business with a mean of 8.2 out of 10, and farmers, most of which are small businesses, scored 8.7 out of 10 (see Figure 1). Government and labour unions in comparison scored 5.3 and 5.1 out of 10 respectively.

Figure 1

**How much respect do you have for each of the following in Canada? (mean, scale of 0 to 10 where 10 is the highest level of respect)**



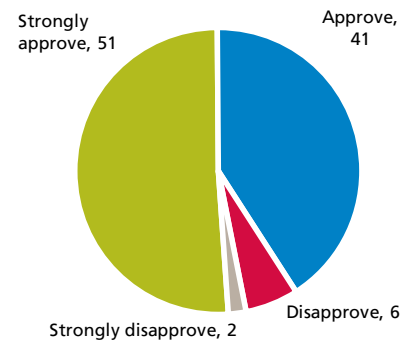
Source: Angus Reid Forum poll (2,028 responses)

What's even more telling is that 92 per cent of Canadians would approve (41 per cent) or strongly approve (51 per cent) of their child or immediate family member starting their own business (see Figure 2). The fact that the majority of Canadians would approve of their loved ones taking the entrepreneurial route is a clear sign that small business is highly respected. The results from this poll are similar to those found by CFIB's American counterpart, the National Federation of

Independent Business, whose results state that 89 per cent of Americans approved of their son or daughter starting a business. (NFIB, 2004)

Figure 2

**To what extent would you approve of your child or a member of your immediate family starting their own business? (% response)**

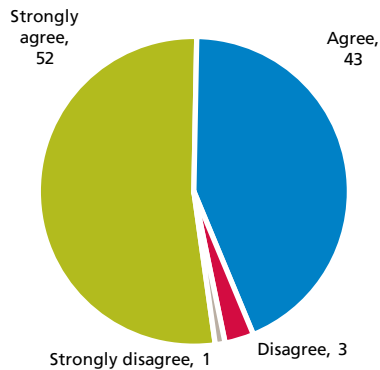


Source: Angus Reid Forum poll (2,028 responses)

Linked to the high approval rating is the value that the public associates with the specialized and personalized service that they receive from small businesses. An overwhelming 52 per cent of Canadians strongly agreed and 43 per cent agreed that they value the products, services and personal attention they get from a small business (see Figure 3).

Figure 3

**I value the products, services and personal attention I get from a small business (% response)**

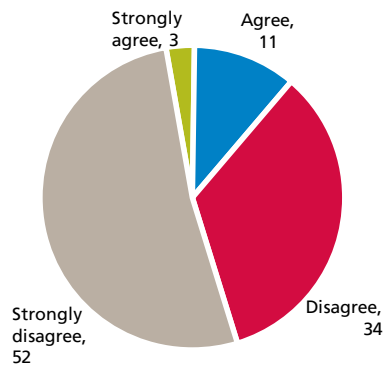


Source: Angus Reid Forum poll (2,028 responses)

Intuitively, Canadians know that being an entrepreneur can be hard. Over half of Canadians strongly disagreed that starting and operating a business is easy and 34 per cent disagreed with the same statement (see Figure 4).

Figure 4

**Starting and operating a business is easy (% response)**

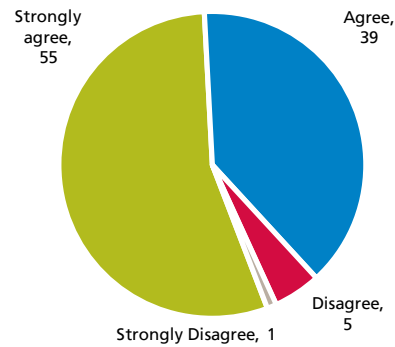


Source: Angus Reid Forum poll (2,028 responses)

Overall, Canadians admire entrepreneurs because they know that starting a business takes a lot of courage and perseverance, especially when you consider the many challenges that entrepreneurs face. When Canadians were asked if they admire entrepreneurs, 94 per cent agreed (55 per cent strongly agreed and 39 agreed) (see Figure 5).

Figure 5

**I admire entrepreneurs (% response)**

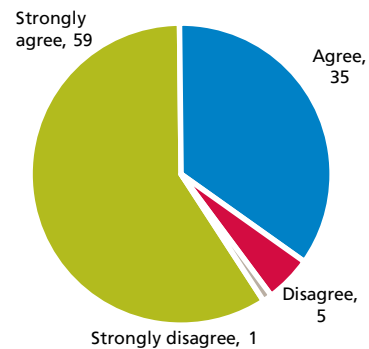


Source: Angus Reid Forum poll (2,028 responses)

Most Canadians agreed that small business is vital to their community (59 per cent strongly agreed and 35 per cent agreed) (see Figure 6). These poll results parallel CFIB members' views which indicate that 85 per cent of members give back to their communities (see CFIB, *Secrets of entrepreneurial success*, April 2011).

Figure 6

**Small business is vital to my community (% response)**

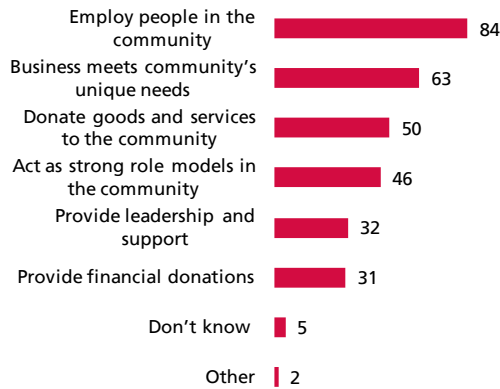


Source: Angus Reid Forum poll (2,028 responses)

In particular, businesses contribute to their communities through employing people locally (84 per cent), meeting the community's unique needs through the tailoring of products and services (63 per cent), donating goods and services (50 per cent) and acting as strong role models in the community (46 per cent) (see Figure 7).

Figure 7

**How do small businesses contribute to your community? (% response)**

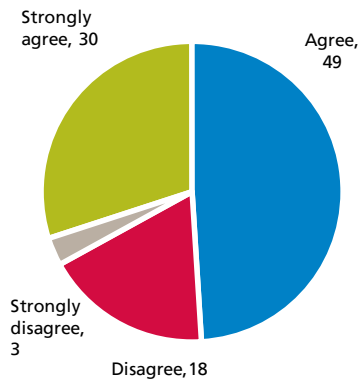


Source: Angus Reid Forum poll (2,028 responses)

Not only is small business vital to the community but it is vital to the economy, with close to 80 per cent of Canadians indicating that the economy is powered by entrepreneurs (30 per cent strongly agreed and 49 per cent agree) (see Figure 8).

Figure 8

**The economy is powered by entrepreneurs (% response)**



Source: Angus Reid Forum poll (2,028 responses)

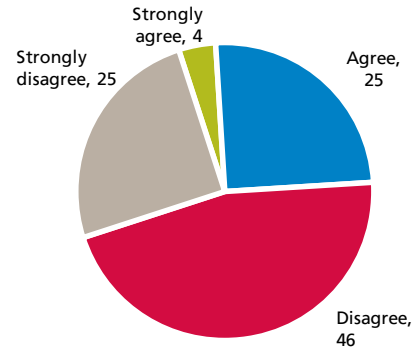
When it comes to entrepreneurship in schools, business owners are on par with the public<sup>1</sup>; 25 per cent of the public strongly disagreed and 46 disagreed that there is a strong enough

<sup>1</sup> *Entrepreneurs have no regrets*, a CFIB report in the 'Insight on Entrepreneurship' series draws attention to the fact that 56 per cent of business owners do not feel that there is enough of an emphasis on entrepreneurship as a career option in schools.

emphasis on entrepreneurship as a career option in schools.

Figure 9

**The school system puts a strong enough emphasis on entrepreneurship as a career option (% response)**

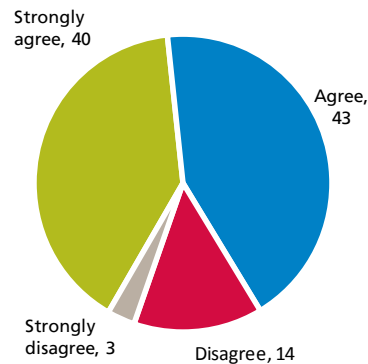


Source: Angus Reid Forum poll (2,028 responses)

Eighty-three per cent of Canadians feel that governments undervalue the contribution of entrepreneurs and small business (see Figure 10). Given the level of respect by the public, governments should dedicate more efforts to creating a better environment for small business to thrive in, e.g. reducing regulatory burden, providing tax relief and so on.

Figure 10

**Governments undervalue the contribution of entrepreneurs and small business in Canada (% response)**



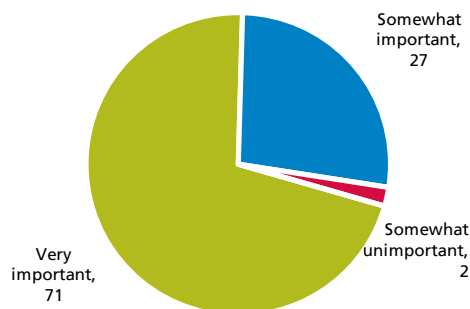
Source: Angus Reid Forum poll (2,028 responses)

An overwhelming 98 per cent feel that small business is important to Canada's future (see Figure 11). Over 70 per cent of respondents

indicated that small business was very important, and 27 per cent indicated that small business was somewhat important to Canada's future.

Figure 11

**How important is small business to Canada's future? (% response)**

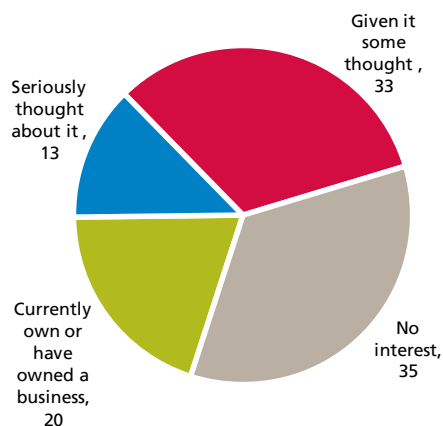


Source: Angus Reid Forum poll (2,028 responses)

According to the poll, one in five (20 per cent) of Canadians currently own or have owned a small business and close to half have given some thought to running their own business (see Figure 12).

Figure 12

**What are your thoughts on the idea of starting a business? (% response)**



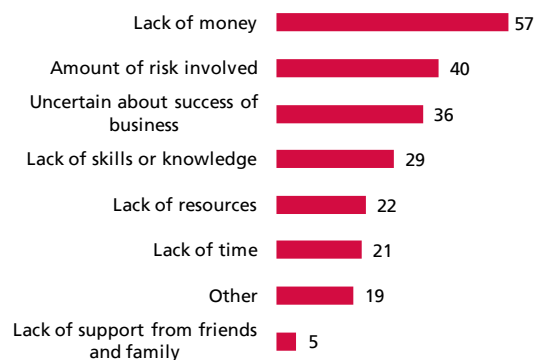
Source: Angus Reid Forum poll (2,028 responses)

The question remains then, why aren't more Canadians going into business for themselves? The answer is that there is much at stake in terms of financing and risk. The biggest barrier to business ownership was the lack of money (57 per cent) (see Figure 13). The

public's views are very much in line with findings from CFIB's *Banking Matters* report, which shows that 61 per cent of business owners had trouble securing term financing or a loan from their bank. (CFIB, 2007)

Figure 13

**What prevents you from going into business for yourself? (% response)**



Source: Angus Reid Forum poll (2,028 responses)

The next biggest barriers are the amount of risk involved (40 per cent) and uncertainty about the success of the business (36 per cent).

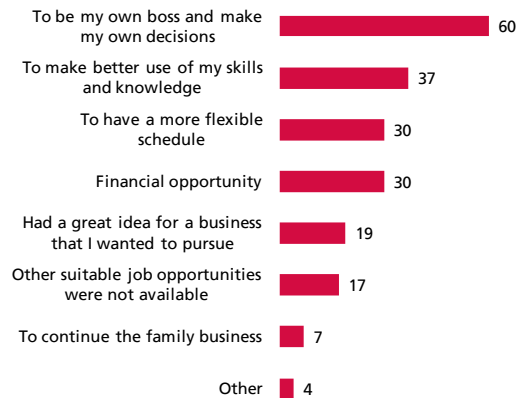
Starting a business can be difficult because there are so many unknown factors which can challenge the viability of a business. In part, this is why governments need to ensure that entrepreneurs are not hindered in their ability to continue to be a vital part in the economy.

## Small business on small business

To get a better perspective, small businesses were asked about their views on various aspects of their business. When asked why entrepreneurs started their own business, 60 per cent indicated that they wanted to be their own boss and make their own decisions (see Figure 14). Others saw business ownership as an opportunity to make better use of their skills and knowledge (37 per cent), while yet others did it to create more flexibility in their schedule (30 per cent) or for a financial opportunity (30 per cent).

Figure 14

### Why did you become a business owner? (% response)



Source: Angus Reid Forum poll (1,160 responses)

Close to half of the employees in small businesses who took the poll indicated that they wanted to work for the business mostly because they believe in what the business is doing (45 per cent) (see Figure 15). The other two top reasons for working for small business included having a more flexible schedule (36 per cent) and having the opportunity to contribute to the business (35 per cent). This relates to why people admire small businesses and why they would approve of their family members starting a small business.

Figure 15

### Why did you choose to work for a small business? (% response)

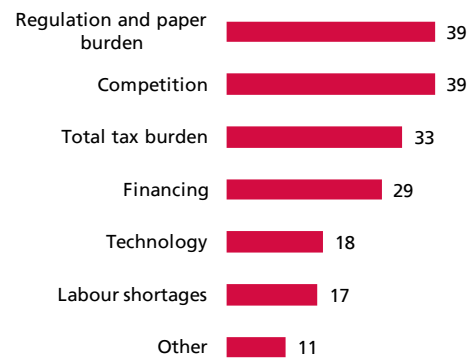


Source: Angus Reid Forum poll (786 responses)

Competition as well as regulation and paper burden tied for first place as the greatest operating challenges (39 per cent). Total tax burden followed closely at 33 per cent (see Figure 16). These are the areas in which small business needs governments to reduce barriers so that businesses can continue to flourish, create jobs, support families and give back to communities.

Figure 16

### What are the main challenges you face in running your business? (% response)

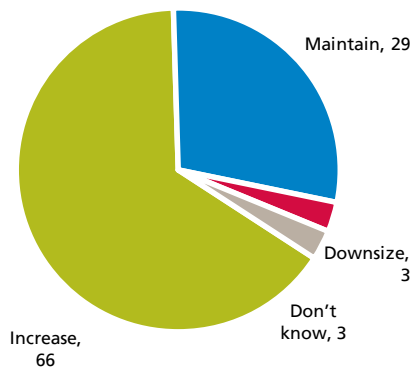


Source: Angus Reid Forum poll (1,160 responses)

Two thirds of the businesses surveyed intend to increase their current operations in the next three years, and close to one-third of businesses are looking to maintain current operations (see Figure 17).

Figure 17

Which of the following describes your overall business goal for the next 3 years? (% response)

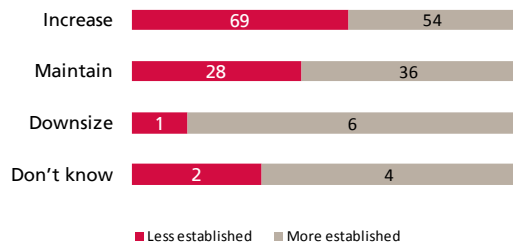


Source: Angus Reid Forum poll (1,160 responses)

Close to 70 per cent of less established small businesses (those operating 10 years or less) were looking to increase their operations while only 54 per cent of more established businesses (11 or more years) had the same intent (see Figure 18). This can be explained by looking at the businesses' life cycle and the fact that more established businesses are probably looking to exit through succession planning, while less established businesses are looking to expand their operations.

Figure 18

Which of the following describes your overall business goal for the next 3 years? (% response, less established businesses (10 years or less) vs. more established businesses (11 years or more))

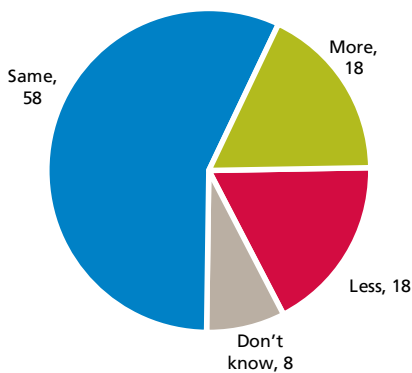


Source: Angus Reid Forum poll (1,160 responses)

## Small business on technology

The poll asked small businesses about their use of technology and what role technology plays in the future of the business. Approximately 60 per cent of businesses believe they use technology to the same degree as their competitors (see Figure 19). Eighteen per cent of businesses felt that they used technology to a greater extent and 18 per cent to a lesser extent than their competitors.

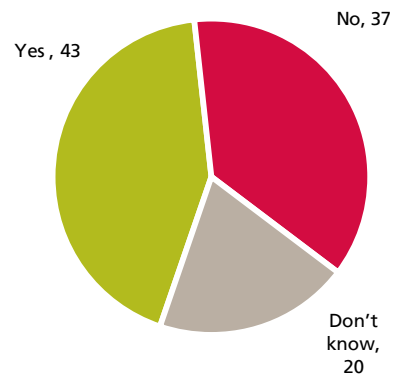
Figure 19  
**Compared to your competitors, how much does your business use technology? (% response)**



Source: Angus Reid Forum poll (1,160 responses)

Businesses were split on whether increased investment in technology would help them to achieve their overall business goals (see Figure 17). Over 40 per cent of businesses indicated that increased investments in technology would help them achieve their goals, while 37 per cent said that it wouldn't and 20 per cent didn't know (see Figure 20).

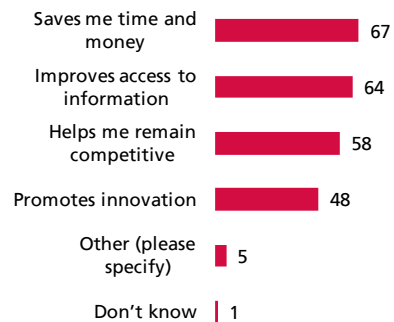
Figure 20  
**Would increased investment in technology help your business achieve its overall goals? (% response)**



Source: Angus Reid Forum poll (1,160 responses)

When asked about how increased investment in technology would help businesses achieve their goals, 67 per cent of businesses indicated that it would help them save time and money (see Figure 21). Other benefits from increased technology included improved access to information (64 per cent), helping to remain competitive (58 per cent) and promoting innovation (48 per cent).

Figure 21  
**How would increased investment in technology help you achieve your overall business goal? (% response)**



Source: Angus Reid Forum poll (501 responses)



In general, around 90 per cent of businesses indicated that they had at the very least a computer and an internet connection (see Figure 22). Over half of businesses use networking devices such as routers (61 per cent), productivity software such as office suites with email, word processing and spreadsheet programs (60 per cent) as well as HR, accounting and financial software (56 per cent). Also, businesses used smart phones or other handheld devices (52 per cent), customer database systems (47 per cent), security software and hardware (47 per cent) and data storage and server infrastructure (44 per cent).

Figure 22

**Which types of technology are used by your business? (% response)**

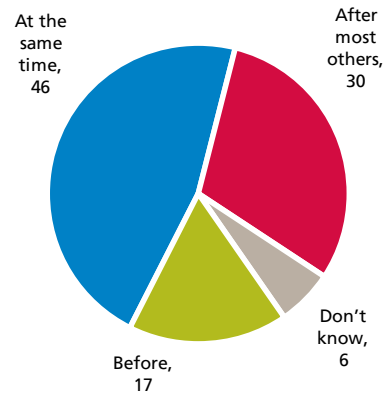


Source: Angus Reid Forum poll (1,160 responses)

Close to half of small businesses on a whole believe they adopt technology at the same time as their competitors (see Figure 23). Whereas, approximately 20 per cent adopt technologies before their competitors and 30 per cent adopt technologies after.

Figure 23

**Generally, how quickly does your business adopt the latest technologies compared to your competitors? (% response)**

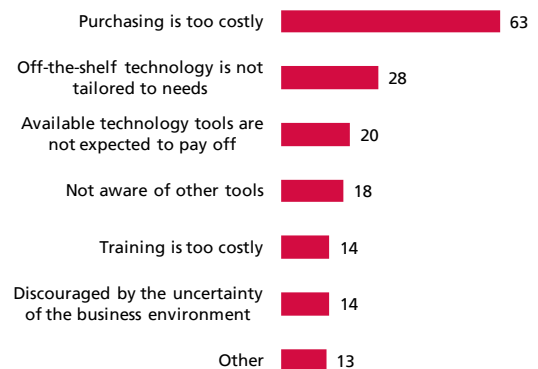


Source: Angus Reid Forum poll (1,160 responses)

Business identified cost as the primary barrier for adopting technologies (63 per cent) (see Figure 24). Other barriers included technology not being tailored specifically to the company's needs (28 per cent), available technology was not expected to pay off (20 per cent) or that businesses are simply not aware of tools that will help them improve their operations (18 per cent).

Figure 24

**Why does your business adopt the latest technologies after your competitors? (% response)**



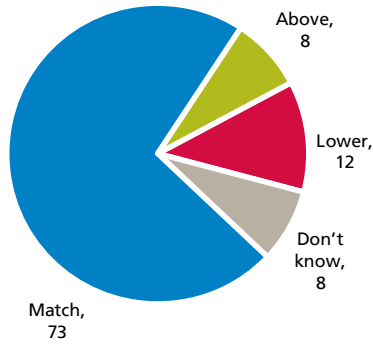
Source: Angus Reid Forum poll (352 responses)

All this being said, over 80 per cent of businesses feel that investments in technology matched or exceeded expectations (see Figure 25). These results are in line with those from

the 2006 CFIB survey *Building Business Success* (80 per cent) and they suggest that business owners see the value in adopting technology to improve their operations, saving them time and money as well as helping them to remain competitive and innovative.

Figure 25

**How have the results from your investments in technology met your expectations? (% response)**



Source: Angus Reid Forum poll (1,160 responses)

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## Conclusion

These polls allowed us to understand the opinions of Canadians on small business and entrepreneurship as well as small business perspectives on their firms and technology. Overall, entrepreneurs are truly respected and admired by Canadians. Poll results show a high level of support and interest from the public, whereas the public sees a lack of support from governments and the school system for entrepreneurship.

Close to half of Canadians have thought about starting a business, but recognize that it is not easy as there are many challenges.

Many employees work for small businesses because they believe in what the business is doing and find satisfaction in being able to contribute to the business.

Small businesses actively use technology to improve their operations, saving them time and money, as well as helping them to remain competitive and innovative.

The poll results certainly reinforce the importance of small business in Canadian economy and society.

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## Sources

CFIB, 2007. *Banking Matters*.  
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### Methodology

*From April 26th to April 27th 2011 an online survey was conducted among 2,028 randomly selected Canadian adults who are Angus Reid Forum panelists. The margin of error—which measures sampling variability—is +/- 2.06%, 19 times out of 20. The results have been statistically weighted according to the most current education, age, gender and region Census data to ensure a sample representative of the entire adult population of Canada. Discrepancies in or between totals are due to rounding.*

*From May 2nd to May 9th, 2011, an online survey was conducted among a sample of 1,160 Canadians who are business owners/senior employees in small businesses and who are Angus Reid Forum panel members. The margin of error on the full base — which measures sampling variability — is +/- 2.79%. Discrepancies in or between totals are due to rounding.*

## Appendices

Table A1

**How much respect do you have for each of the following in Canada? (% response)**

	BC	AB	SK/MB	ON	QC	ATL	CAN
Banks	5.7	5.6	5.6	5.8	5.5	5.5	5.6
Education system/Schools	6.8	7.1	6.7	7.1	6.8	7.3	7.0
Farmers	8.5	8.8	8.3	9.0	8.4	8.8	8.7
Government	5.5	5.7	5.4	5.4	4.8	5.3	5.3
Healthcare system	6.9	6.8	6.8	7.4	6.6	7.1	7.0
Labour unions	5.4	5.3	5.2	5.1	4.9	5.4	5.1
Large companies	5.4	5.8	5.9	5.6	5.8	5.4	5.6
Legal system/Courts	5.4	5.6	5.4	6.1	6.1	6.0	5.9
Small business	8.3	8.5	8.2	8.3	8.0	8.3	8.2

Source: Angus Reid Forum poll, April 2011 (2,028 responses)

Table A2

**To what extent would you approve of your child or a member of your immediate family starting their own business? (% response)**

	BC	AB	SK/MB	ON	QC	ATL	CAN
Strongly Approve	50	53	52	47	59	47	51
Approve	42	41	40	45	35	45	41
Disagree	6	5	6	7	4	7	6
Strongly Disapprove	3	1	2	1	2	1	2

Source: Angus Reid Forum poll, April 2011 (2,028 responses)

Table A3

**I value the products, services and personal attention I get from a small business (% response)**

	BC	AB	SK/MB	ON	QC	ATL	CAN
Strongly Agree	45	50	48	49	60	61	52
Agree	48	47	49	46	35	37	43
Disagree	4	2	3	4	4	2	3
Strongly Disagree	3	1	0	1	1	0	1

Source: Angus Reid Forum poll, April 2011 (2,028 responses)

Table A4

**I admire entrepreneurs (% response)**

	BC	AB	SK/MB	ON	QC	ATL	CAN
Strongly Agree	53	58	51	55	54	59	55
Agree	39	38	47	38	40	34	39
Disagree	6	3	2	6	5	6	5
Strongly Disagree	2	1	0	1	1	1	1

Source: Angus Reid online poll, April 2011 (2,028 responses)

Table A5

**Starting and operating a business is easy (% response)**

	BC	AB	SK/MB	ON	QC	ATL	CAN
Strongly Agree	1	2	2	3	3	1	3
Agree	9	12	7	9	16	11	11
Disagree	35	35	29	35	37	30	34
Strongly Disagree	55	51	61	53	44	58	52

Source: Angus Reid Forum poll, April 2011 (2,028 responses)

Table A6

**Small business is vital to my community (% response)**

	BC	AB	SK/MB	ON	QC	ATL	CAN
Strongly Agree	54	55	63	56	65	63	59
Agree	38	38	36	36	31	32	35
Disagree	5	6	2	7	4	4	5
Strongly Disagree	2	1	0	1	1	1	1

Source: Angus Reid Forum poll, April 2011 (2,028 responses)

Table A7

**How do small businesses contribute to your community? (% response)**

	BC	AB	SK/MB	ON	QC	ATL	CAN
Employ people in the community	84	86	88	86	79	88	84
Act as strong role models in the community	44	51	56	48	37	55	46
Provide financial donations	36	39	46	36	12	44	31
Donate goods and services to the community	53	53	62	49	42	61	50
Offer products and services with my community's unique needs in mind	70	65	69	66	55	59	63
Provide leadership and support	34	37	39	36	21	38	32
Other	4	3	0	2	1	6	2
Don't know	5	4	2	6	6	4	5

Source: Angus Reid Forum poll, April 2011 (2,028 responses)

Table A8

**The economy is powered by entrepreneurs (% response)**

	BC	AB	SK/MB	ON	QC	ATL	CAN
Strongly Agree	25	29	36	26	37	33	30
Agree	44	50	51	50	49	48	49
Disagree	28	17	13	21	11	15	18
Strongly Disagree	3	4	1	3	2	5	3

Source: Angus Reid Forum poll, April 2011 (2,028 responses)

Table A9

**The school system puts a strong enough emphasis on entrepreneurship as a career option (% response)**

	BC	AB	SK/MB	ON	QC	ATL	CAN
Strongly Agree	2	3	4	3	9	2	4
Agree	18	23	18	23	35	24	25
Disagree	49	50	50	49	36	50	46
Strongly Disagree	30	24	28	25	21	23	25

Source: Angus Reid Forum poll, April 2011 (2,028 responses)

Table A10

**Governments undervalue the contribution of entrepreneurs and small business in Canada (% response)**

	BC	AB	SK/MB	ON	QC	ATL	CAN
Strongly Agree	34	34	38	39	46	42	40
Agree	46	48	38	44	41	42	43
Disagree	16	17	20	14	9	12	14
Strongly Disagree	4	2	4	3	4	4	3

Source: Angus Reid Forum poll, April 2011 (2,028 responses)

Table A11

**How important is small business to Canada's future? (% response)**

	BC	AB	SK/MB	ON	QC	ATL	CAN
Very important	68	69	86	74	65	74	71
Somewhat important	29	28	14	25	31	26	27
Somewhat unimportant	2	2	0	1	4	0	2
Not at all important	0	0	0	0	0	0	0

Source: Angus Reid Forum poll, April 2011 (2,028 responses)

Table A12

**What are your thoughts on the idea of starting a business? (% response)**

	BC	AB	SK/MB	ON	QC	ATL	CAN
No interest	34	22	41	37	37	37	35
Given it some thought	31	38	22	32	34	36	33
Seriously thought about it	9	14	13	12	15	12	13
Currently own or have owned a business	25	26	23	19	15	17	20

Source: Angus Reid Forum poll, April 2011 (2,028 responses)

Table A13

**What prevents you from going into business for yourself? (% response)**

	BC	AB	SK/MB	ON	QC	ATL	CAN
Lack of time	23	26	17	23	16	20	21
Lack of money	56	66	68	57	52	51	57
Lack of skills or knowledge	34	36	35	27	29	23	29
Lack of resources (technology, information)	23	26	19	24	18	21	22
Lack of support from friends and family	7	6	4	4	6	8	5
Uncertain about success of business	38	47	29	39	32	28	36
Amount of risk involved	45	49	37	44	33	34	40
Other	22	14	20	18	20	25	19

Source: Angus Reid Forum poll, April 2011 (2,028 responses)

Table A14

**Why did you become a business owner? (% response)**

	CAN
To be my own boss and make my own decisions	60
To have a more flexible schedule	30
To make better use of my skills and knowledge	37
Financial opportunity	30
Had a great idea for a business that I wanted to pursue	19
Other suitable job opportunities were not available	17
To continue the family business	7
Other	4

Source: Angus Reid Forum poll, May 2011 (374 responses)



Table A15

**Why did you choose to work for a small business? (% response)**

	BC	AB	SK/MB	ON	QC	ATL	CAN
I believe in what the business is doing	49	47	37	49	39	46	45
To have a more flexible schedule	38	51	31	37	31	29	36
Opportunity to contribute to the business	37	40	26	38	32	31	35
Less bureaucracy than a larger organization	32	47	30	36	28	26	33
Other job opportunities were not available at the time	21	11	30	19	14	25	19
Impressed by business owner	22	29	13	20	12	20	19
Profit-sharing opportunities	8	23	11	11	15	5	12
Other	13	5	6	8	9	11	9

Source: Angus Reid Forum poll, May 2011 (786 responses)

Table A16

**What are the main challenges you face in running your business? (% response)**

	CAN
Government regulation and paper burden	39
Competition from other businesses	33
Total tax burden	39
Financing	29
Labour shortages	17
Keeping up with technology	18
Other	11

Source: Angus Reid Forum poll, May 2011 (374 responses)

Table A17

**Which of the following describes your overall business goal for the next 3 years? (% response)**

	BC	AB	SK/MB	ON	QC	ATL	CAN
Increase	62	73	61	66	63	67	66
Maintain	29	22	34	29	32	26	29
Decrease	5	2	3	3	3	2	3
Don't know	4	3	3	2	2	5	3

Source: Angus Reid Forum poll, May 2011 (1,160 responses)

Table A18

**Compared to your competitors, how much does your business use technology? (% response)**

	BC	AB	SK/MB	ON	QC	ATL	CAN
More than my competitors	16	18	18	18	19	14	18
As much as my competitors	62	59	54	56	59	57	58
Less than my competitors	13	18	16	19	16	22	18
Don't know	9	5	12	8	6	7	8

Source: Angus Reid Forum poll, May 2011 (1,160 responses)

Table A19

**Would increased investment in technology help your business achieve its overall goals? (% response)**

	BC	AB	SK/MB	ON	QC	ATL	CAN
Yes	46	50	34	42	42	45	43
No	39	33	31	36	43	33	37
Don't know	15	17	35	21	14	22	20

Source: Angus Reid Forum poll, May 2011 (1,160 responses)

Table A20

**How would increased investment in technology help you achieve your overall business goal? (% response)**

	CAN
Saves me time and money	67
Improves access to information	64
Helps me remain competitive	58
Promotes innovation	48
Other (please specify)	5
Don't know	1

Source: Angus Reid Forum poll, May 2011 (501 responses)

Table A21

**Which types of technology are used by your business? (% response)**

	BC	AB	SK/MB	ON	QC	ATL	CAN
Desktop computers, laptops, and tablet PCs	90	95	92	89	87	88	89
Internet connection	90	92	92	89	87	85	89
Networking devices (router)	67	69	66	63	50	59	61
Productivity software (word processing tools and spreadsheets)	68	64	68	64	46	59	60
HR, accounting and financial software	62	54	62	57	51	57	56
Smart phone or handheld device	54	60	46	56	45	46	52
Security software/hardware	51	52	51	50	39	54	47
Customer database systems	53	44	47	50	42	41	47
Data storage and server infrastructure	46	52	47	48	32	41	44
Payment processing technologies (debit machine)	38	34	28	26	20	31	27
E-commerce (online transaction processing)	26	25	28	27	20	34	26
Audio/video conferencing systems	25	28	24	28	17	27	25
Inventory management systems	30	24	24	20	18	20	21
Voice over Internet Protocol (VoIP)	19	19	12	20	12	14	17
Cloud computing	18	17	14	18	10	13	15
Business intelligence tools (e.g., data mining, analytics, data warehousing)	16	16	5	15	15	9	14
Other	3	3	3	2	2	4	2
None of the above	2	0	4	3	4	2	3

Source: Angus Reid Forum poll, May 2011 (1,160 responses)

Table A22

**Generally, how quickly does your business adopt the latest technologies compared to your competitors? (% response)**

	BC	AB	SK/MB	ON	QC	ATL	CAN
At the same time	48	45	42	46	48	41	46
After most others	29	30	34	32	27	33	30
Before	18	20	19	15	18	19	17
Don't know	5	5	5	6	7	7	6

Source: Angus Reid Forum poll, May 2011 (1,160 responses)

Table A23

**Why does your business adopt the latest technologies after your competitors? (% response)**

	CAN
Purchasing is too costly	63
Off-the-shelf technology is not tailored to needs	28
Not aware of other tools	18
Available technology tools are not expected to pay off	20
Discouraged by the uncertainty of the business environment	14
Training is too costly	14
Other	13

Source: Angus Reid Forum poll, May 2011 (352 responses)

Table A24

**How have the results from your investments in technology met your expectations? (% response)**

	BC	AB	SK/MB	ON	QC	ATL	CAN
Match expectations	70	74	69	74	73	69	73
Lower than expectations	13	9	12	12	13	10	12
Above expectations	6	8	8	7	7	13	8
Don't know	10	9	11	8	7	7	8

Source: Angus Reid Forum poll, May 2011 (1,160 responses)