

Study of best business practices

Top-line Report



January, 2018

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Introduction

This report contains the top-line findings from a study of best business practices.

The survey was conducted between November 14, 2017 and January 7, 2018 amongst a representative sample of 476 eligible managers and executives. Respondents were screened for strategic decision-making responsibility.

In total, the Modus Business Panel survey sampled 476 eligible respondents. The data have been weighted by size and region to ensure representativeness for Canadian enterprises.

As a guideline, the data are accurate to within +/- 4.6% points 95 times out of 100

As a top-line report, the survey findings are ordered in the sequence of questions as they were presented in the survey.

To download the Deloitte report, please visit:

https://www.canada175.ca/sites/default/files/download/files/Outlast_and_outperform_WEB_final.pdf

https://www.canada175.ca/sites/default/files/download/files/Persister_et_se_depassez_WEB_final.pdf

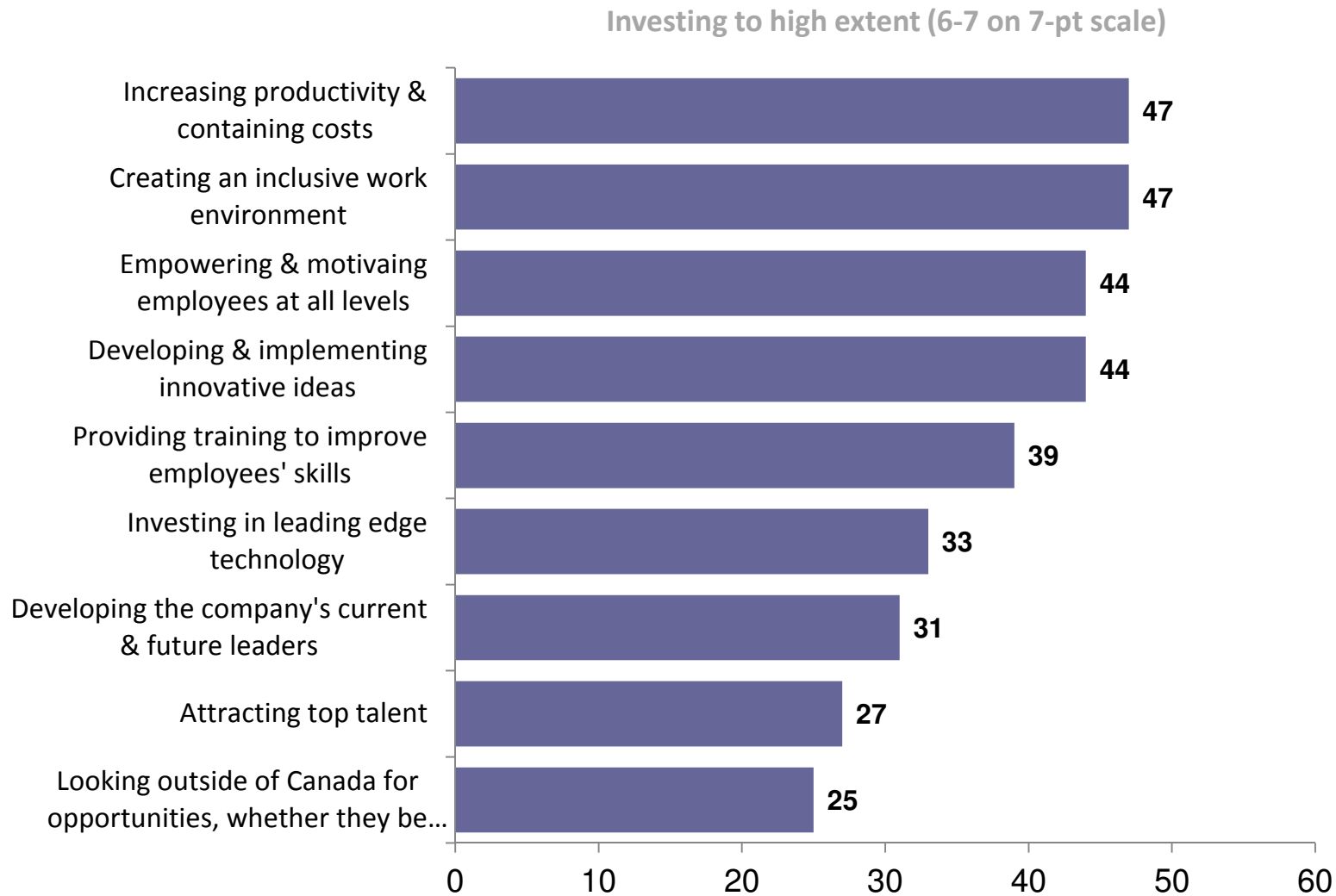
Key Findings

The main areas of potential improvement for Canadian management are:

- › Attracting top talent and developing future leadership
- › Setting a clear vision
- › Having a defined process for identifying new business ideas
- › Investing in and provide resources for the development of new products/services
- › Investing in new technology
- › Seeking buy-in from employees
- › Soliciting multiple points of view when making decisions
- › Planning for the availability of people with the right skills and talent
- › In short: People, Innovation and Technology

Investment of Resources

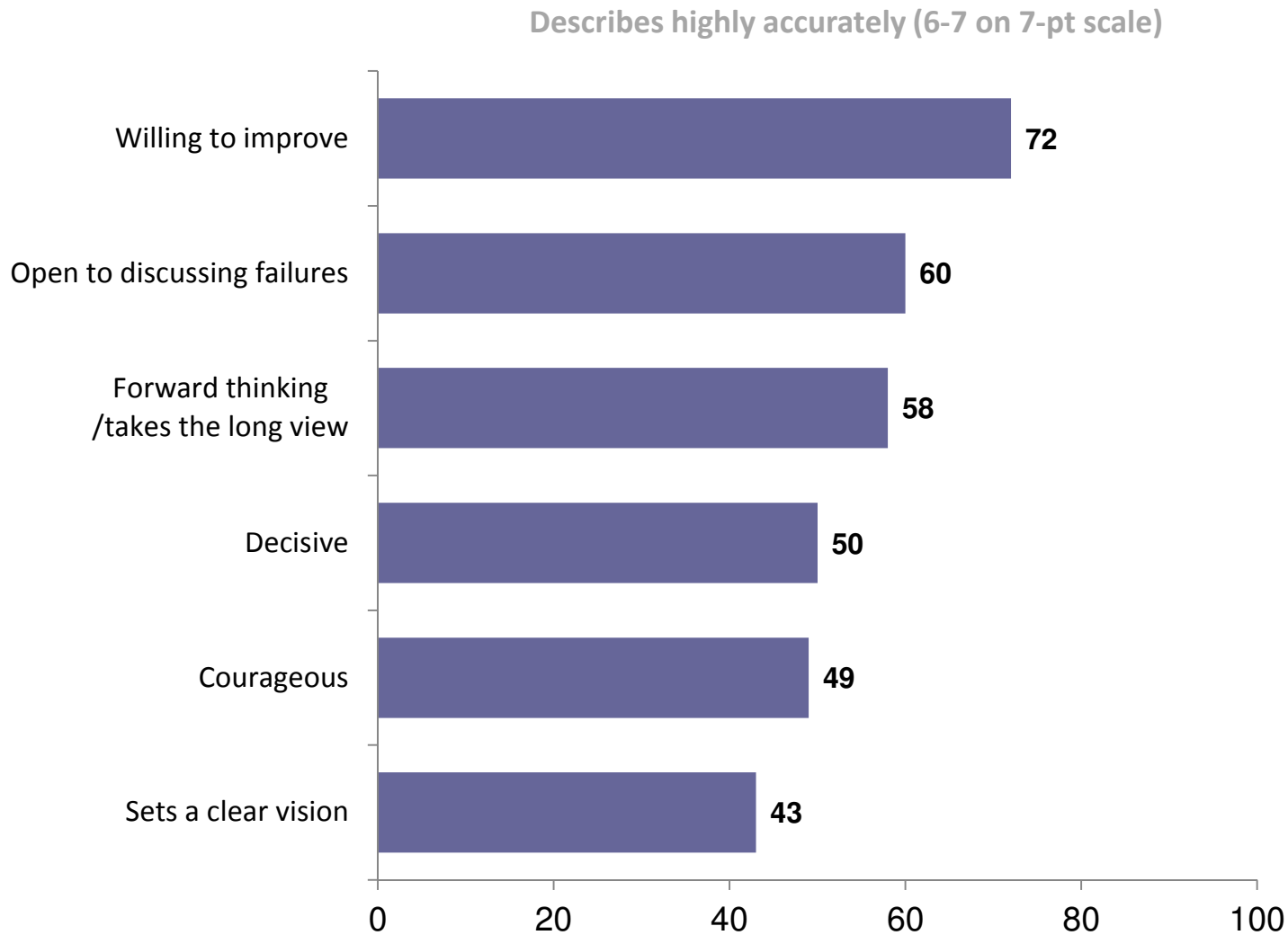
To what extent does your firm invest resources (be it through time, money, or effort) in each of the following?



Base: Modus Business Panel N=476 percentages

Leadership Performance

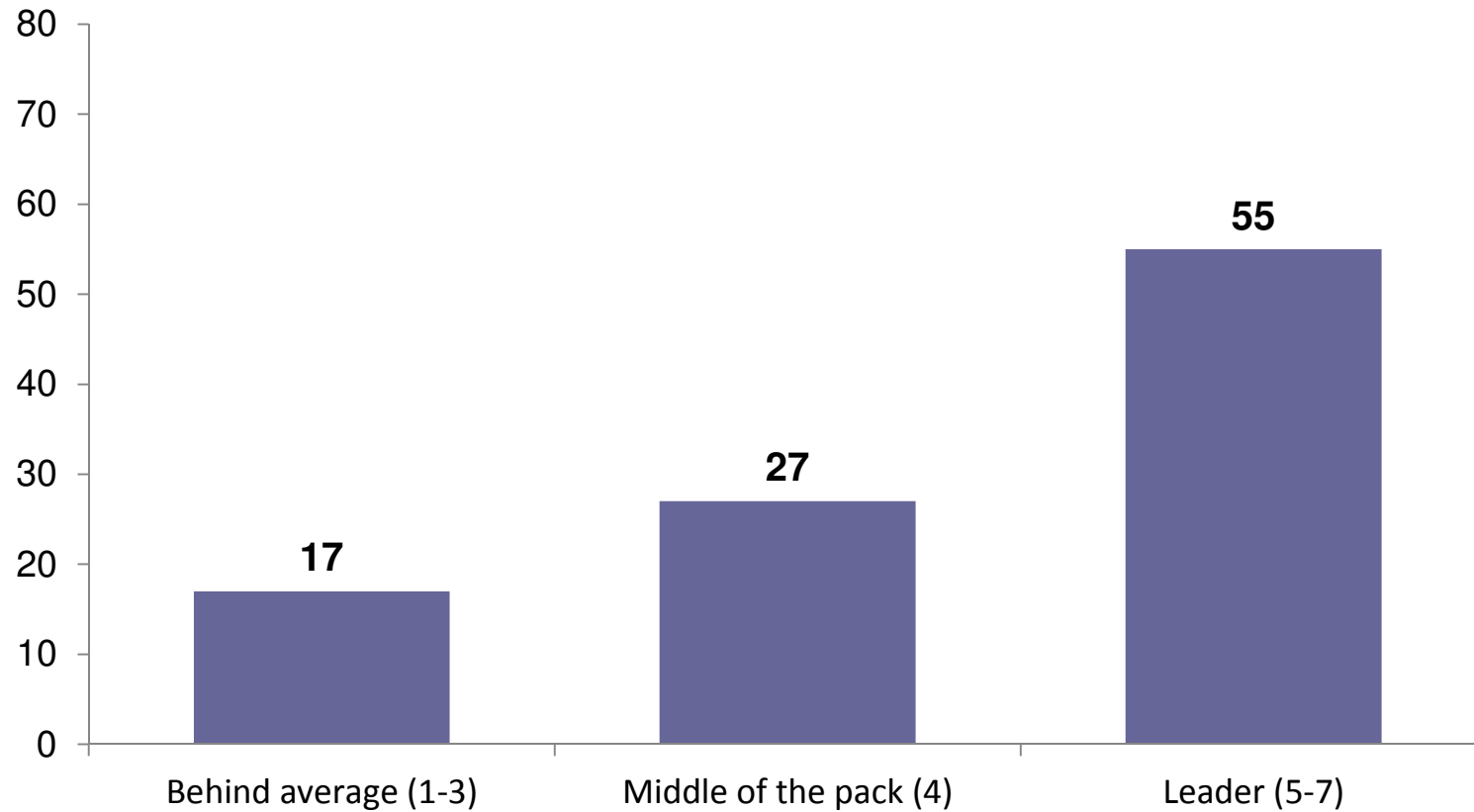
Overall, how accurately do each of the following describe the executive leadership team at your firm?



Base: Modus Business Panel N=476 percentages

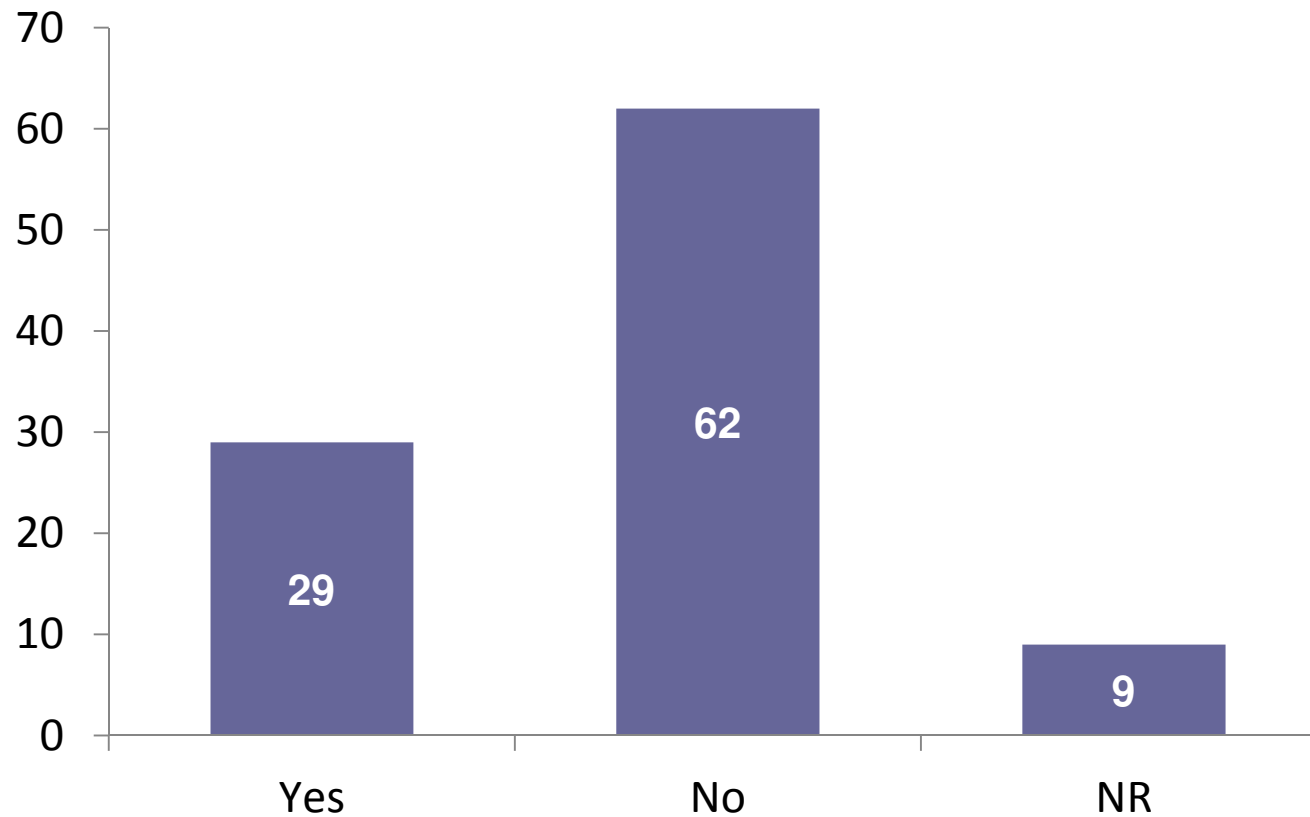
Self-rated Quality of Company Management

Thinking about how well managed your firm is today, would you say it is amongst the leading companies in your industry, in the middle of the pack, or behind your industry average?



Formalized Process for Innovation

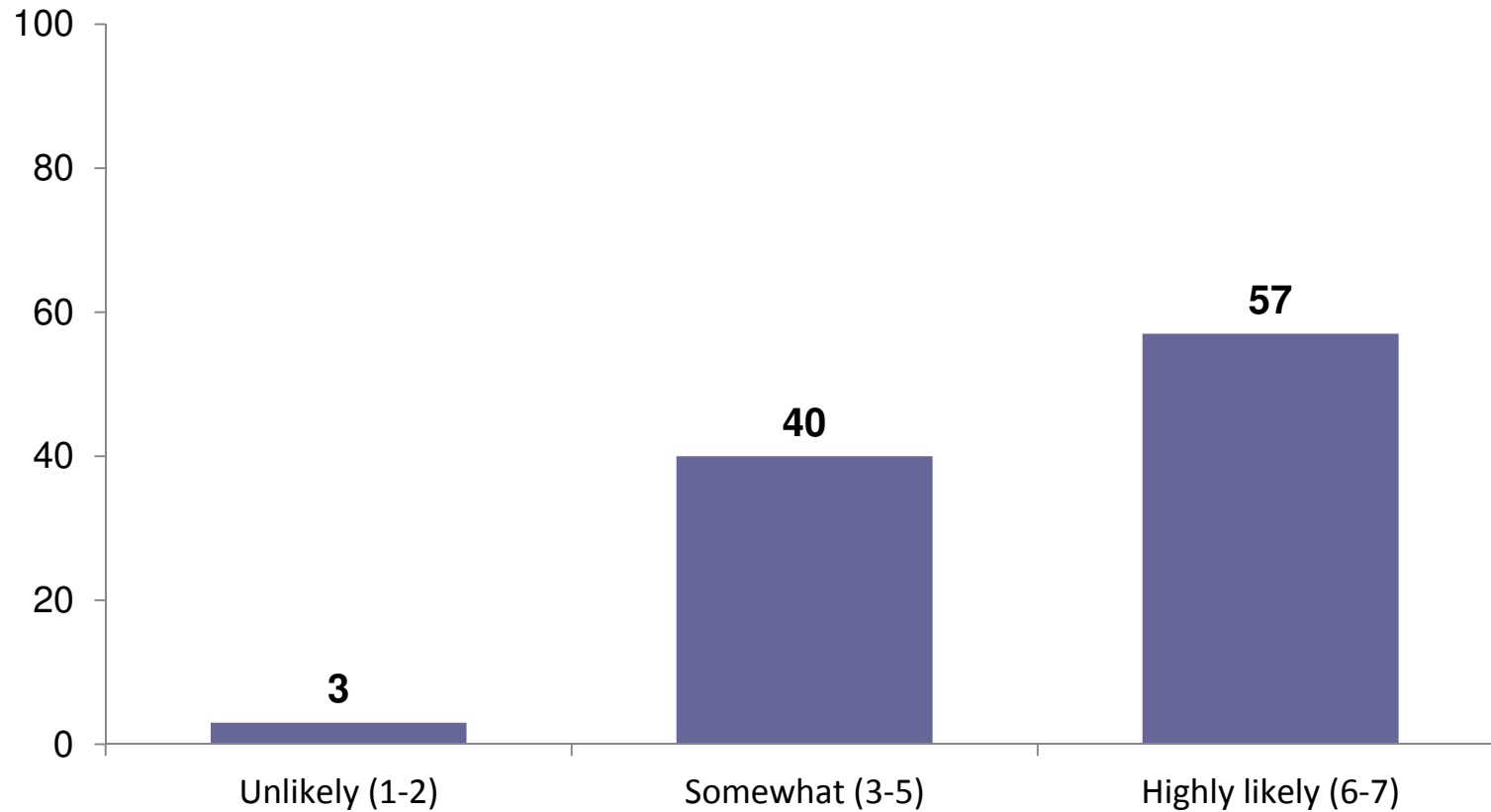
Does your company have a formalized process in place to encourage and identify new business ideas (e.g., process improvements, new products) within your organization?



Base: Modus Business Panel N=476 percentages

Likelihood of Implementing New Ideas

If someone at your firm has a good idea for a new process, product or service that aligns with your company's priorities, how likely is it that your company would invest resources (e.g., time, energy, money) to implement it?

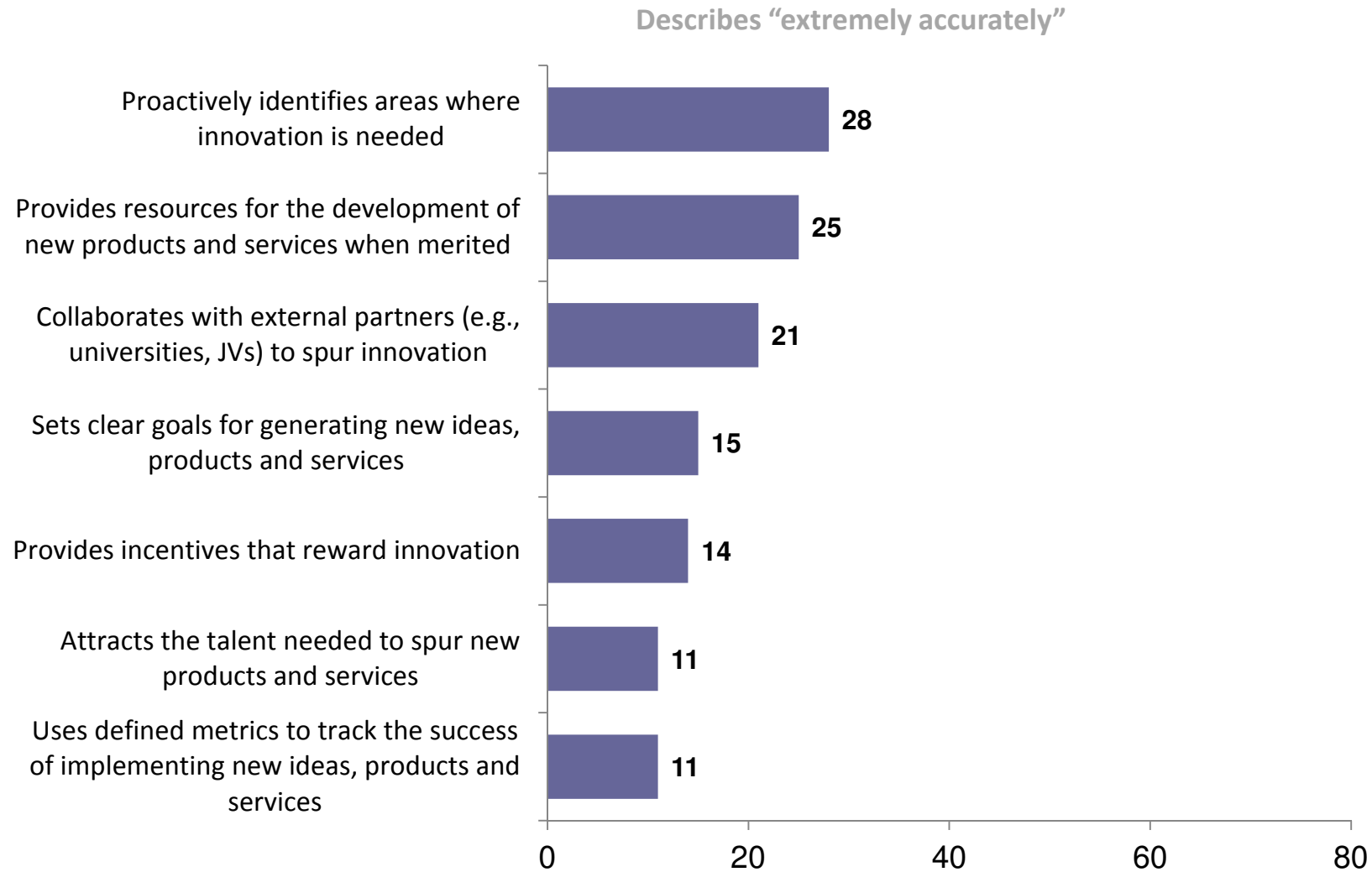


Base: Modus Business Panel N=476 percentages

DK/NR=1%

Firm Behaviours around Innovation

How accurately do each of the following describe your company?

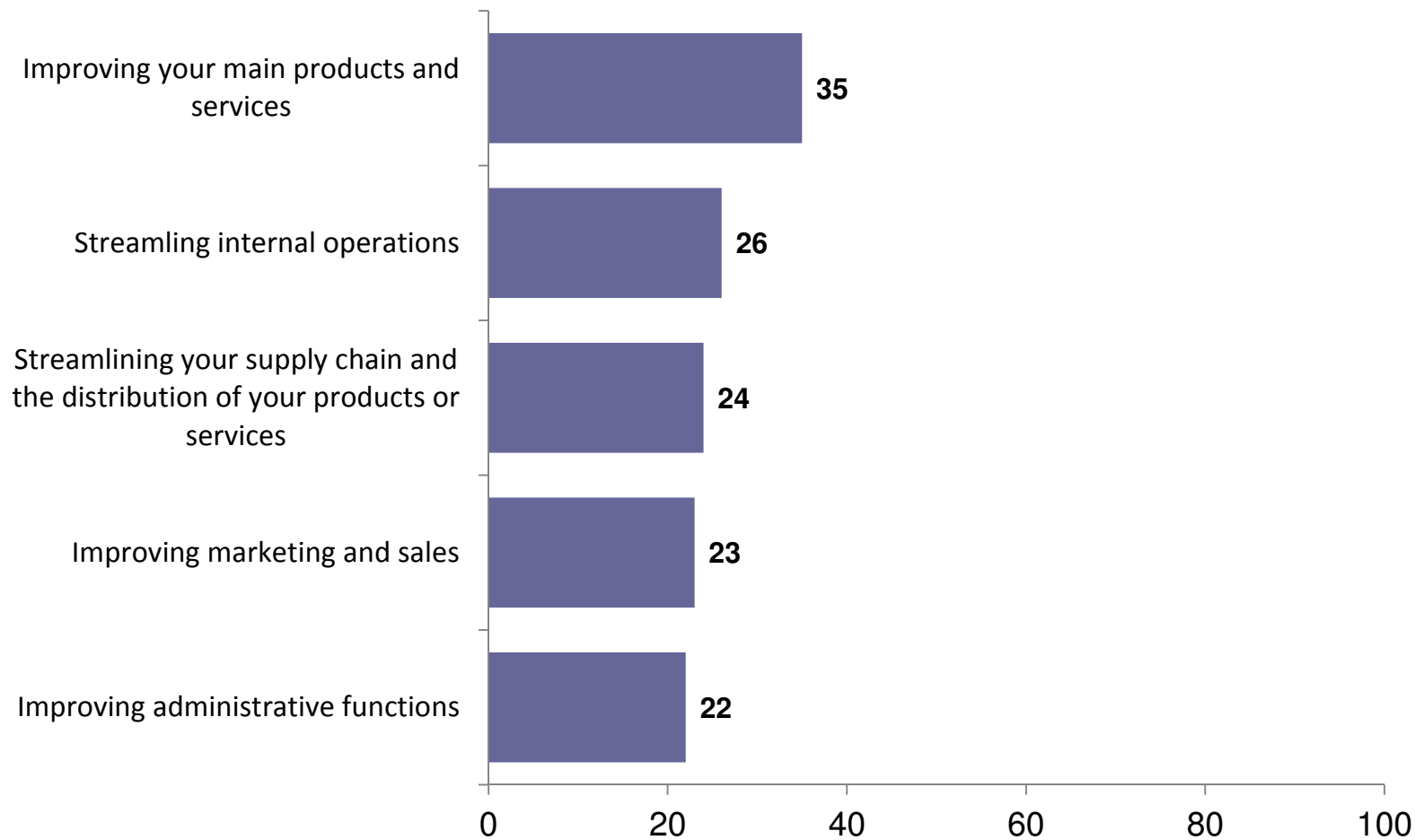


Base: Modus Business Panel N=476 percentages

Investment in Latest Advances in Technology

To what extent does your firm invest in the latest advances in technology for each of the following?

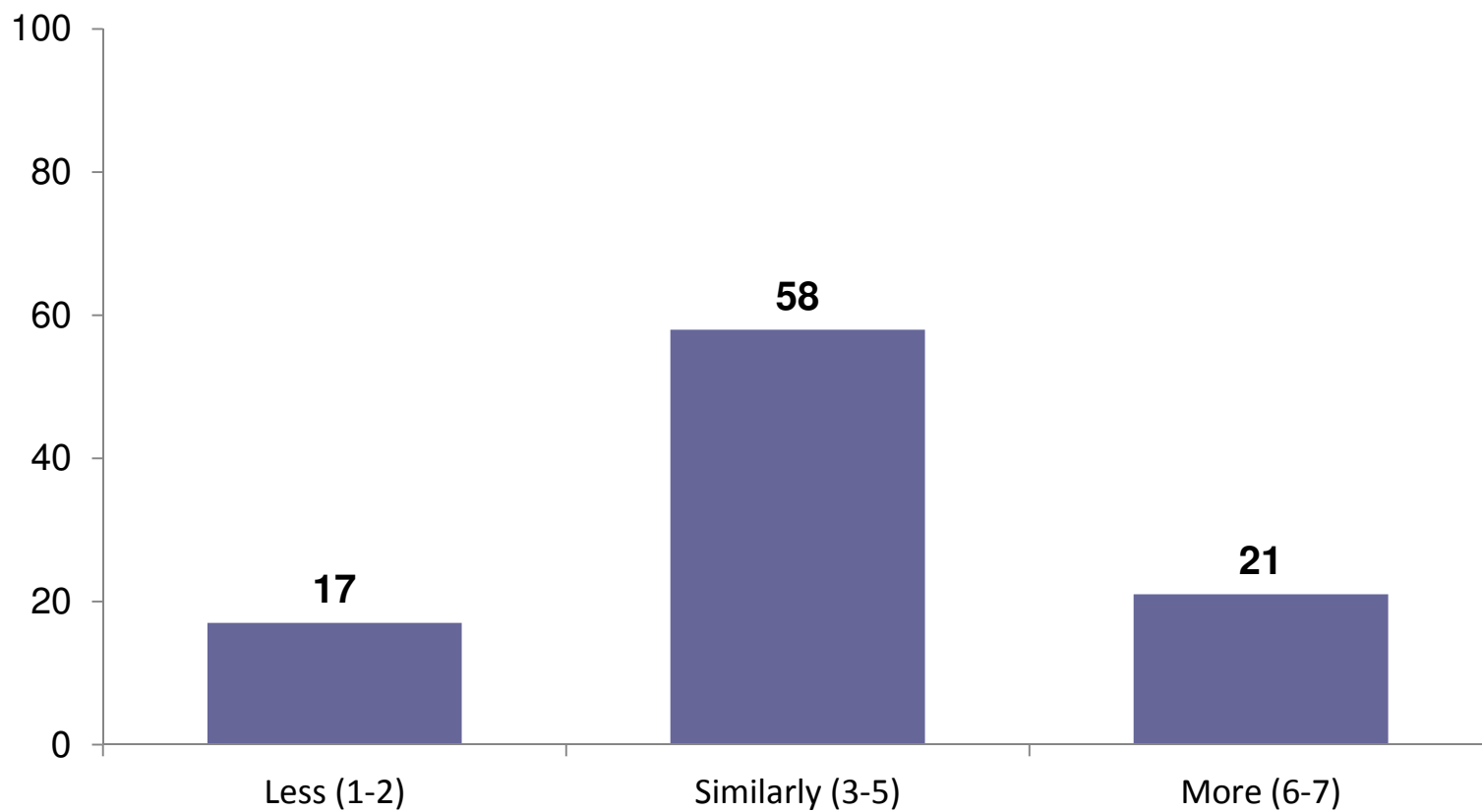
Invest to high extent (6-7 on 7-pt scale)



Base: Modus Business Panel N=476 percentages

Investment in Technology vs. Industry Average

In your view, does your firm invest more or less than your industry average in new technology?

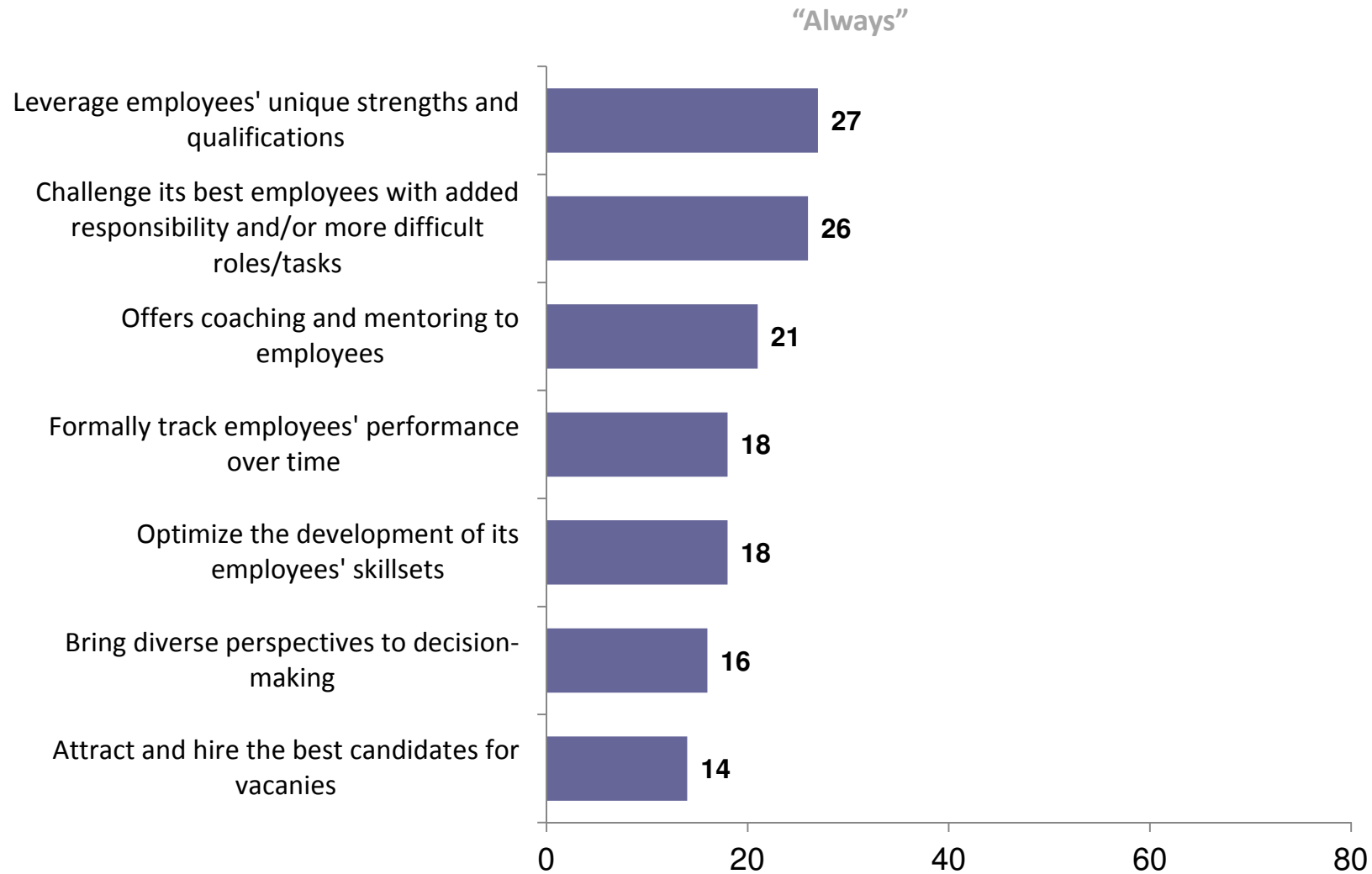


Base: Modus Business Panel N=476 percentages

DK/NR=4%

Firm Behaviours around People

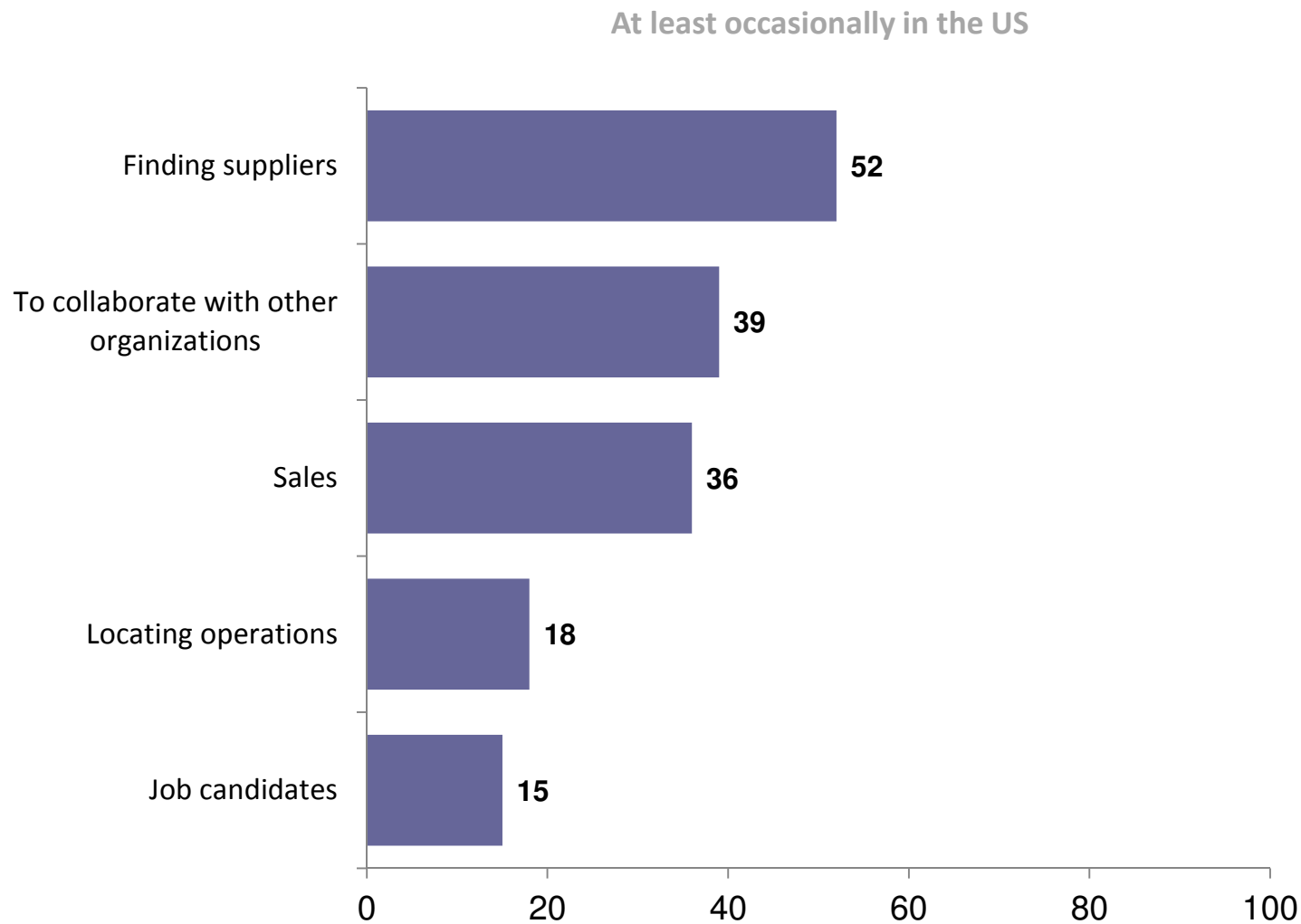
How often does your company do each of the following?



Base: Modus Business Panel N=476 percentages

Exploring Global Opportunities (United States)

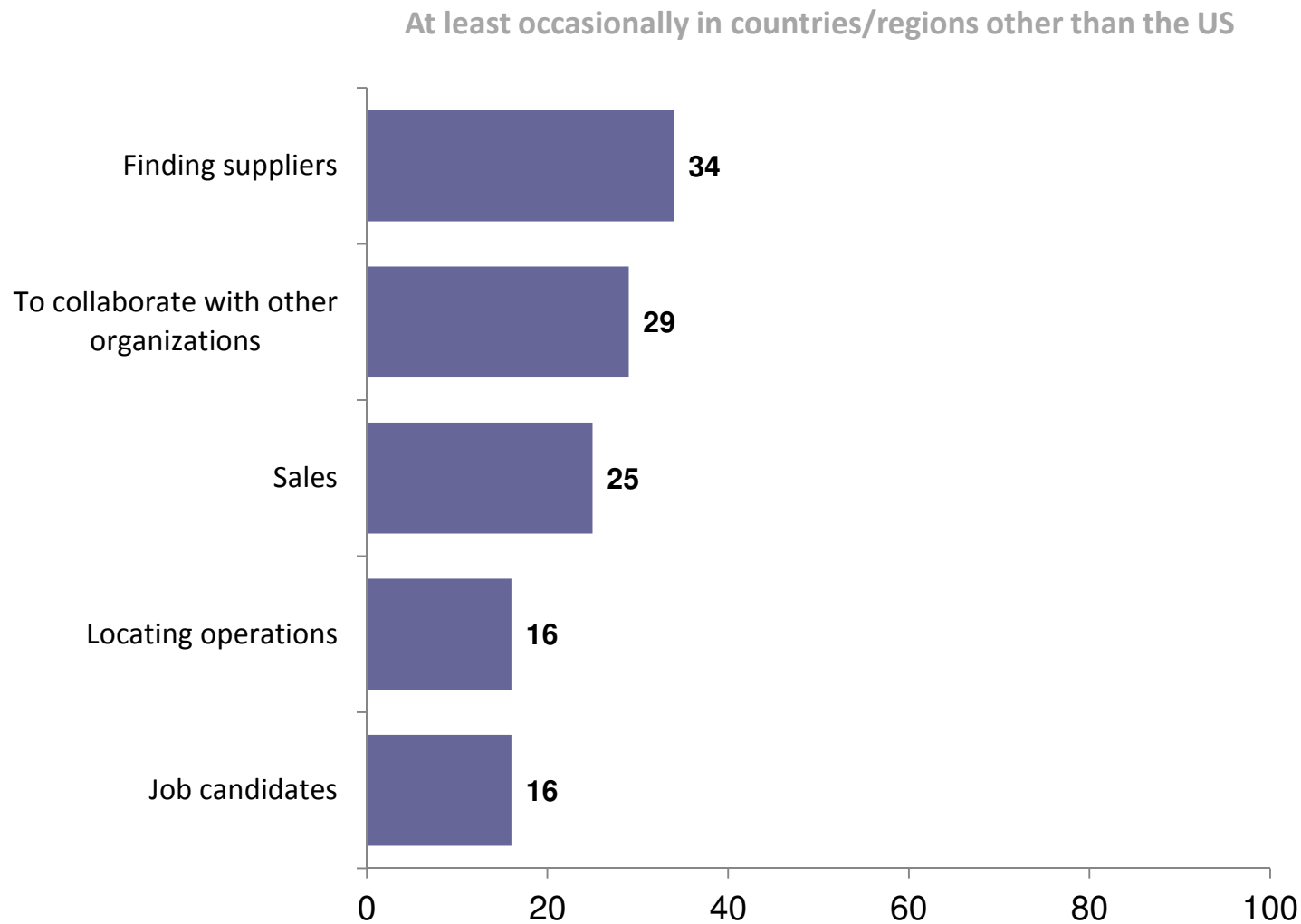
How often does your company look to the United States or other countries/regions for the following types of opportunities?



Base: Modus Business Panel N=476 percentages

Exploring Global Opportunities (other countries/regions)

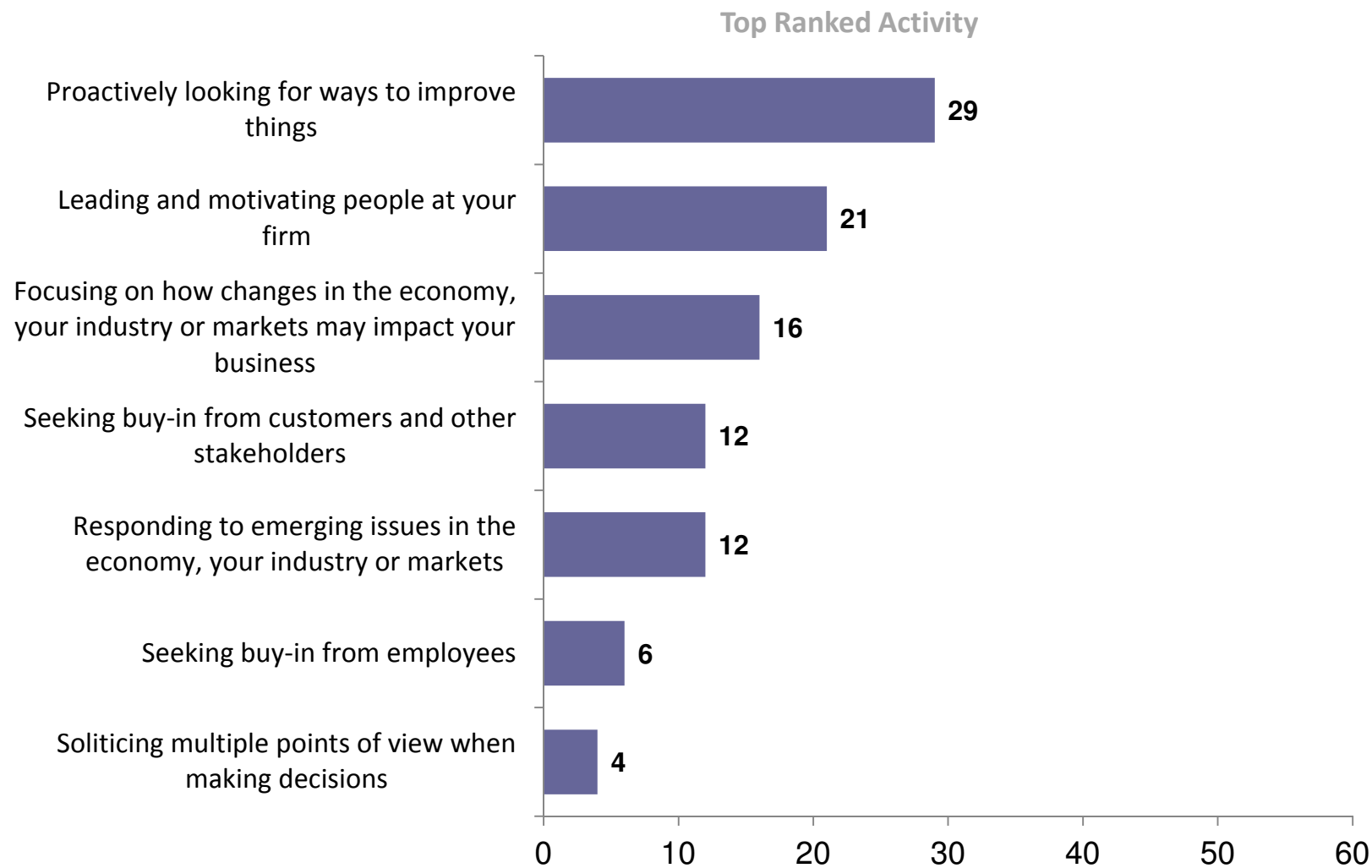
How often does your company look to the United States or other countries/regions for the following types of opportunities?



Base: Modus Business Panel N=476 percentages

Top Ranked Activities for Executive Leadership

Please rank the top five of the following activities in order of how much time your firm's executive leadership spends on them, in a typical week?

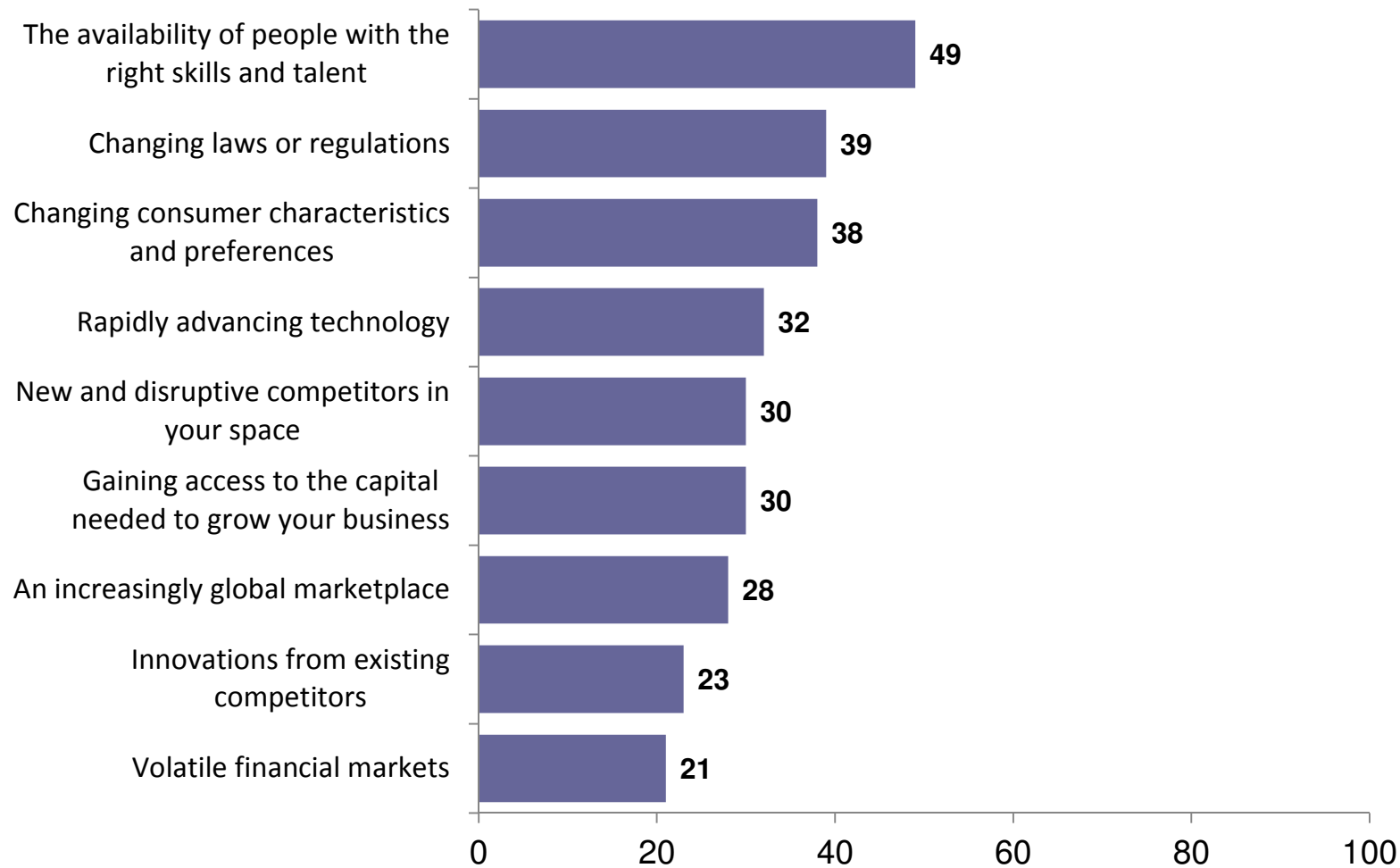


Base: Modus Business Panel N=476 percentages

Long-term Impacts

What impact do you think that each of the following will have on your business over the long-term, say 5 to 10 years?

High impact (6-7 on 7-pt scale)

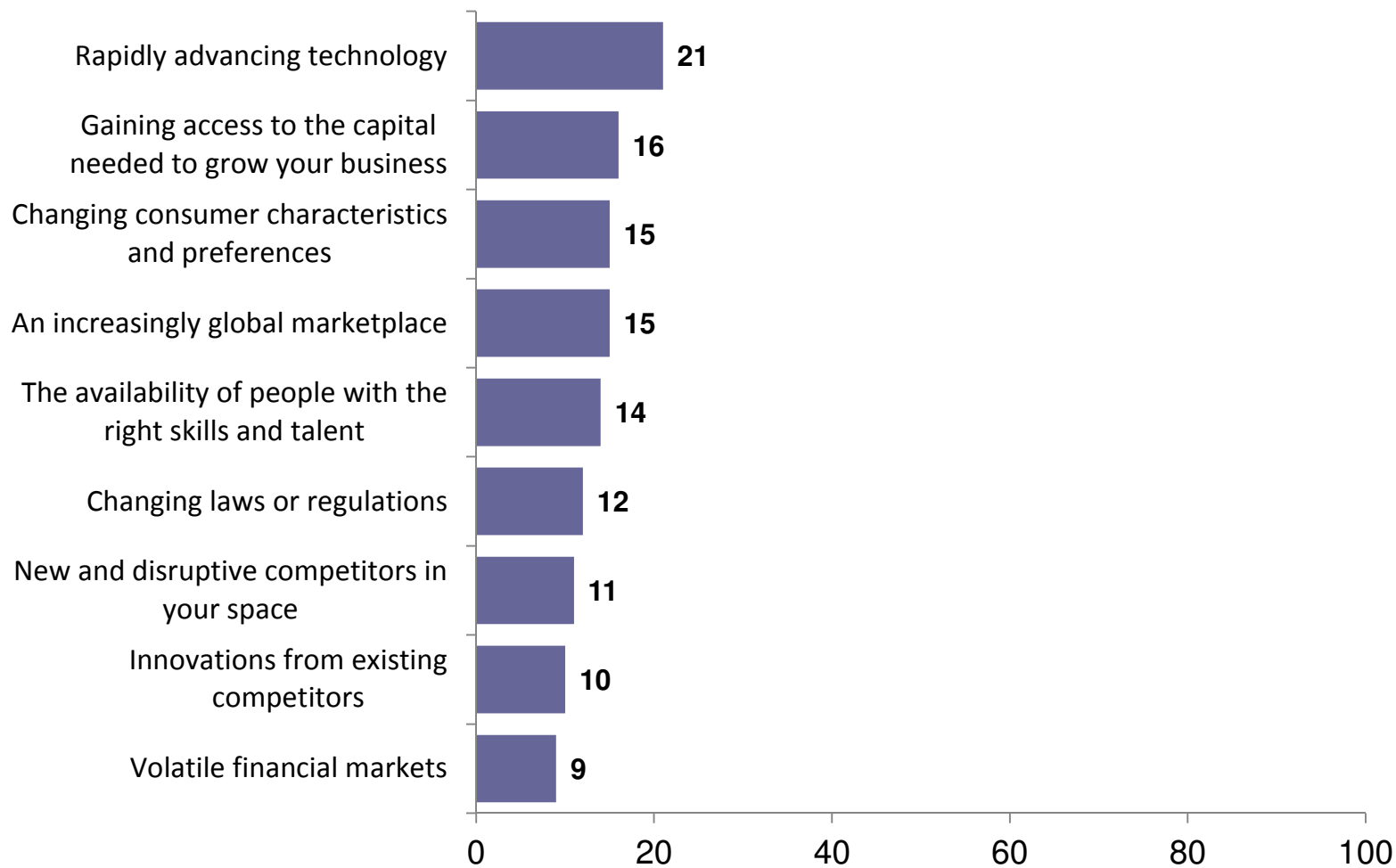


Base: Modus Business Panel N=476 percentages

Planning for Long-term Challenges

To what extent does your firm have a plan to deal with the following long-term challenges?

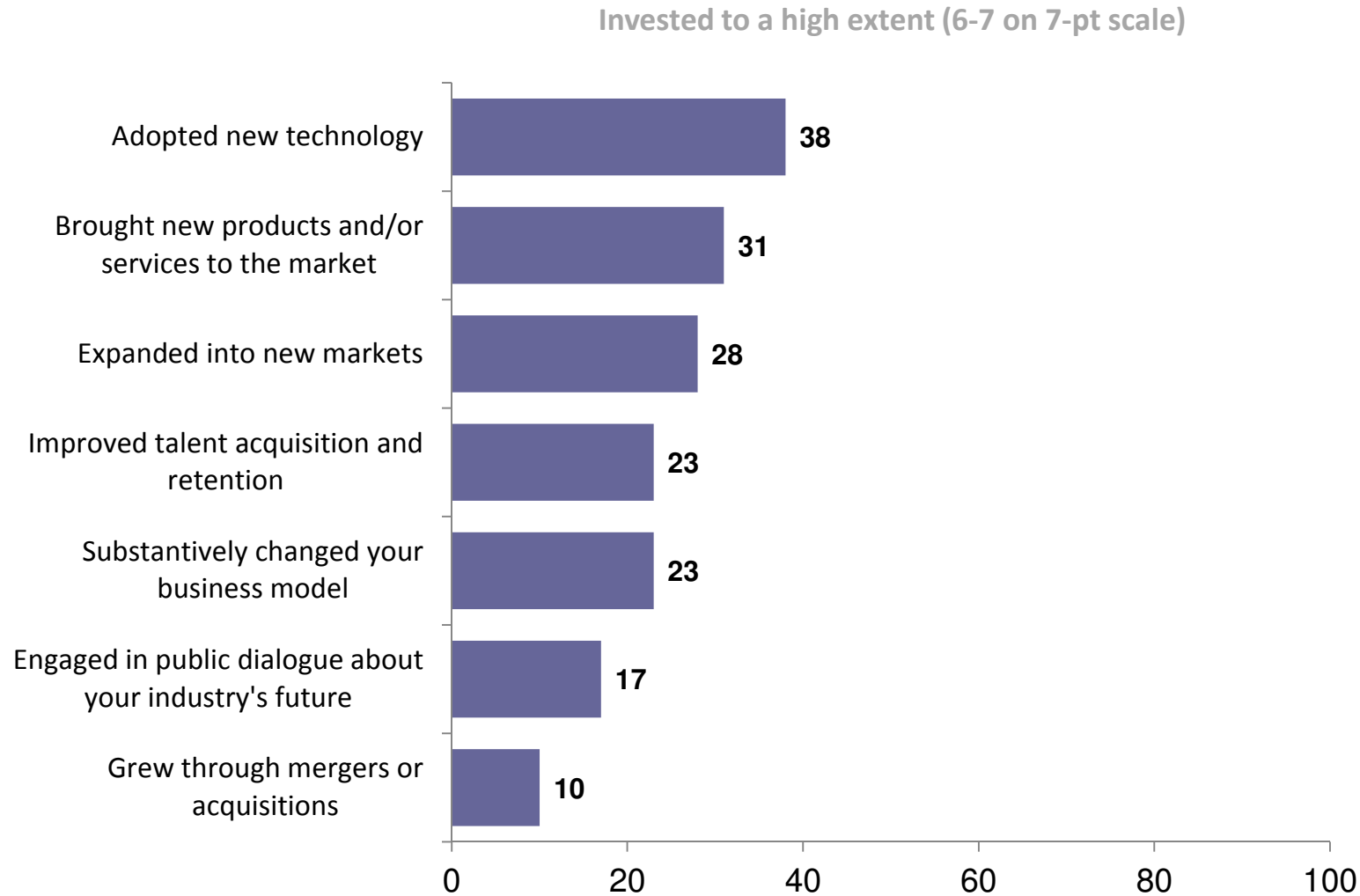
Solid plan (6-7 on 7-pt scale)



Base: Modus Business Panel N=476 percentages

Past Investments to Prepare for Long-term Challenges

Over the past 5 years, to what extent has your firm invested in each of the following to adapt to long-term challenges (be it through time, money or effort)?

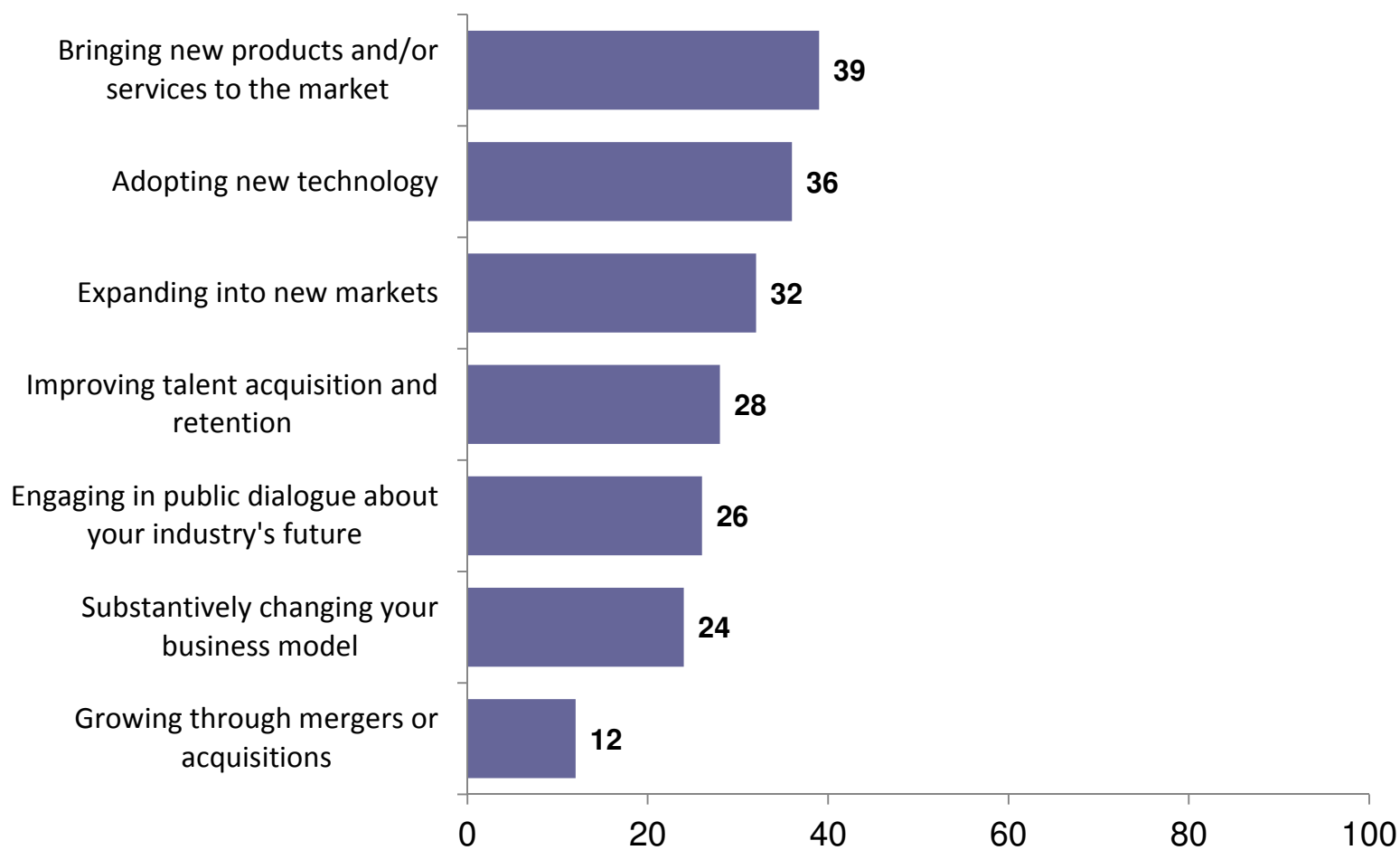


Base: Modus Business Panel N=476 percentages

Expected Investments for Long-term

To what extent do you expect your firm to invest (be it through time, money or effort) in each of these areas over the next 5 to 10 years?

High expectations for investments (6-7 on 7-pt scale)



Base: Modus Business Panel N=476 percentages

