









Raw financial measures were then converted to indices. For each of the three ratios, the farm with the most ideal performance (within each farm type) was identified and given a perfect score of 100. The farm with the least ideal performance (within each farm type) was identified and given a score of 0. All other farms in that commodity type were assigned a relative score between 0 and 100. Therefore, farms in every farm type had an equal chance at being in the top or bottom of the “FSS.”

FINANCIAL SUCCESS SCORE =

$$\frac{(\text{INDEX FOR ROA}) + (\text{INDEX FOR GMR}) + (\text{INDEX FOR AT})}{3}$$

This “Financial Success Score” became the dependent variable in the driver analysis<sup>6</sup> (the extent to which management activities “pay”). The scores for all farm types were then aggregated. The final driver analysis included only the top performing 25% and bottom performing 25% which allowed us to see clearly the defining activities differentiated between top and bottom managers.

The purpose of the Baseline Update was to understand business planning activities on Ontario farms, including the drivers and barriers to implementing planning activities. The Update provided tracking of key measures captured in 2011 to see if progress has been made in capturing a larger ‘planning’ audience in the farming sector. The sample size was 499 targeted respondents.

The Baseline Update survey methodology consisted of:

1. Qualitative Phase

Ipsos conducted 15 in-depth interviews with Ontario farmers to pre-test the survey instrument and ensure that all questions were understood, that no gaps in the survey material existed and that any changes in farm planning activities or resources were captured in the survey instrument.

2. Quantitative Phase

A CATI telephone survey using Ipsos’ aforementioned proprietary Canadian Agriculture Producer Panel was conducted.





























