

The Business Researcher Newsletter

July 6, 2006 Volume 9 Number 4

- [Opening Comments](#)
- [What's New at \[www.gdsourcing.ca\]\(http://www.gdsourcing.ca\)](#)
- [Statistics Canada releases](#)
- [The "Deathing Project"](#)
- [Stats Can Pub Give Away](#)
- [Google is as Good as Your Keywords](#)
- [Small Business Stats Facts](#)

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Opening Comments

Hello,

Welcome to the Summer issue of the BR Newsletter.

We have been busy over the last few months redesigning our website. Don't worry all of the same content is still there. We have just simplified the navigation system so entrepreneurs can find the relevant data they need from all of our research databases: Canadian Industry Profiles (industry benchmarks), Canadian Market Estimates (household spending), Stats Link Canada (polls, survey and reports) and our original Site Summaries (websites with free Canadian data).

Please note that there is now a subject index for each section conveniently located in the top right corner of every page.

We have also added a Research Consultant module to the web site that guides researchers though the available resources. It is organized by industry sector. See: <http://www.gdsourcing.com/works/conresearch.htm>

As always you can still submit a query at the QueryDesk if you are unsure where to look:
<http://www.gdsourcing.ca/QueryDesk/QueryDesk.htm>

Over the next few months we plan to add more features to help small business researchers find the Canadian data they need.

I hope you find this issue helpful.

John White
 GDSourcing - Research & Retrieval

[Return to Table of Contents](#)

What's New at www.gdsourcing.ca & www.statslinkcanada.com

We did not add any new site summaries to the GDSourcing site over the last few weeks.

We did however add the following subject headings to the [Stats Link Canada](#) subject index. Click on the links below to see a free preview of the references now available under each heading. Subscribers can click on the full access links.

To view all available subject headings see: <http://www.gdsourcing.com/statslinkcanada/IndexFree.asp>

Stats Link Canada - Latest Subject Headings Added

For a Free Preview Click Below

[Barbecues & Barbecuing \(BBQ\)](#)
[Drive Thru \(food service\)](#)
[Genealogy - interest in](#)
[NAFTA \(free trade\)](#)
[Soccer, amateur](#)
[Soccer, professional](#)
[Popcorn](#)
[Vaccinations](#)

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[Drive Thru \(food service\)](#)
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[NAFTA \(free trade\)](#)
[Soccer, amateur](#)
[Soccer, professional](#)
[Popcorn](#)
[Vaccinations](#)

[Return to Table of Contents](#)

Statistics Canada releases

The following statistics were released by Statistics Canada over the last few months. We have listed those releases we feel are of the most interest to Canadian entrepreneurs.

Now that Statistics Canada is giving away their online publications free of charge, you can access many of the detailed reports right online. Simple click on the publication link at the bottom of each reference. For more information of the free Stats Can giveaway see the article below.

For a complete list of all Stats Can releases click here: [Stats Link Canada](#) 

AGRICULTURE

Poultry and Eggs Statistics

<http://www.statcan.ca/bsolc/english/bsolc?catno=23-015-XIE>

Net farm income

<http://www.statcan.ca/Daily/English/060526/d060526a.htm>

Farm Input Price Index 2005

<http://www.statcan.ca/Daily/English/060602/d060602c.htm>

Canadian agriculture in 2005: A tough year in review

<http://www.statcan.ca/Daily/English/060605/d060605b.htm>

Agriculture value added account 2005

<http://www.statcan.ca/Daily/English/060621/d060621c.htm>

Farm business cash flows 2005

<http://www.statcan.ca/Daily/English/060621/d060621e.htm>

ARTS & CULTURE

Arts, entertainment and recreation services

<http://www.statcan.ca/Daily/English/060508/d060508a.htm>

Rural employment in the culture sector

<http://www.statcan.ca/Daily/English/060612/d060612c.htm>

International trade in culture goods

<http://www.statcan.ca/Daily/English/060612/d060612b.htm>

BUSINESS & FINANCIAL SERVICES

Buying and selling research and development services, 1997 to 2002

<http://www.statcan.ca/bsolc/english/bsolc?catno=88F0006XIE2006002>

Science and Engineering Employment in Canada and the United States

<http://www.statcan.ca/bsolc/english/bsolc?catno=11-622-MIE2006011>

Comparing Science and Engineering Employment in Canadian and US Cities

<http://www.statcan.ca/bsolc/english/bsolc?catno=11-622-MIE2006012>

Annual Survey of Advertising and Related Services

<http://www.statcan.ca/Daily/English/060502/d060502c.htm>

Foreign banks in the Canadian market

<http://www.statcan.ca/bsolc/english/bsolc?catno=11-621-MIE2006041>

Screening job applicants

<http://www.statcan.ca/Daily/English/060524/d060524c.htm>

COMMUNICATIONS

Telecommunications statistics

<http://www.statcan.ca/Daily/English/060509/d060509b.htm>

CONSTRUCTION & REAL ESTATE

Review of non-residential construction in 2005

<http://www.statcan.ca/bsolc/english/bsolc?catno=11-621-MIE2006043>

Flows and stocks of fixed residential capital

<http://www.statcan.ca/Daily/English/060613/d060613d.htm>

ECONOMIC INDICATORS

Hours worked and labour productivity in the provinces and territories

<http://www.statcan.ca/Daily/English/060509/d060509a.htm>

Characteristics of Growth Firms, 2004/2005

<http://www.statcan.ca/Daily/English/060511/p060511.htm>

An analysis of consumer prices in 2005

<http://www.statcan.ca/bsolc/english/bsolc?catno=11-621-MIE2006042>

Economic importance of transportation

<http://www.statcan.ca/Daily/English/060519/d060519b.htm>

Foreign control in the Canadian economy

<http://www.statcan.ca/Daily/English/060602/d060602a.htm>

Foreign direct investment

<http://www.statcan.ca/Daily/English/060524/d060524a.htm>

Canadian Economic Accounts Quarterly Review

<http://www.statcan.ca/english/freepub/13-010-XIE/13-010-XIE2006001.htm>

How are Canadian regions adjusting to a larger and more integrated North American market?

<http://www.statcan.ca/bsolc/english/bsolc?catno=11F0027MIE2006039>

Changing patterns of women in the Canadian labour force 2005

<http://www.statcan.ca/Daily/English/060615/d060615c.htm>

Current economic conditions

<http://www.statcan.ca/Daily/English/060622/d060622b.htm>

The Canadian Labour Market at a Glance, 2005

<http://www.statcan.ca/bsolc/english/bsolc?catno=71-222-XIE>

EDUCATION

Educational Outcomes at Age 19 Associated with Reading Ability at Age 15
<http://www.statcan.ca/bsolc/english/bsolc?catno=81-595-MIE2006043>

Education and earnings 1980 - 2005
<http://www.statcan.ca/Daily/English/060623/d060623b.htm>

GOVERNMENT

Public sector employment
<http://www.statcan.ca/Daily/English/060529/d060529d.htm>

Public Sector Statistics: Supplement
<http://www.statcan.ca/bsolc/english/bsolc?catno=68-213-SIE>

HEALTH

Impact of universal flu immunization in Ontario
<http://www.statcan.ca/Daily/English/060505/d060505b.htm>

Estimates of Total Spending on Research and Development in the Health Field in Canada, 1988 to 2005
<http://www.statcan.ca/Daily/English/060512/d060512c.htm>

Food consumption
<http://www.statcan.ca/Daily/English/060601/d060601c.htm>

Residential care facilities 2002/2003 and 2003/2004
<http://www.statcan.ca/Daily/English/060602/d060602b.htm>

Health Indicators
<http://www.statcan.ca/bsolc/english/bsolc?catno=82-221-XIE>

New data on smoking and on diabetes
<http://www.statcan.ca/Daily/English/060613/d060613a.htm>

INFORMATION TECHNOLOGY

Informatics professional services price indexes
<http://www.statcan.ca/Daily/English/060505/d060505e.htm>

JUSTICE & SECURITY

Aboriginal people as victims and offenders
<http://www.statcan.ca/Daily/English/060606/d060606b.htm>

Neighbourhood characteristics and the distribution of crime on the Island of Montréal
<http://www.statcan.ca/Daily/English/060608/d060608b.htm>

MANUFACTURING

The Impact of Trade on Plant Scale, Production-run Length and Diversification
<http://www.statcan.ca/bsolc/english/bsolc?catno=11F0027MIE2006038>

Survey of Innovation
<http://www.statcan.ca/Daily/English/060602/d060602d.htm>

MARKET

Income of individuals
<http://www.statcan.ca/Daily/English/060523/d060523c.htm>

Census family income
<http://www.statcan.ca/Daily/English/060525/d060525c.htm>

OTHER SERVICES

Personal services industry
<http://www.statcan.ca/Daily/English/060512/d060512b.htm>

Electronic, commercial and industrial machinery and equipment repair and maintenance services
<http://www.statcan.ca/Daily/English/060616/d060616a.htm>

PRIMARY & ENERGY

Electric Power Capability and Load
<http://www.statcan.ca/bsolc/english/bsolc?catno=57-204-XIB>

Contract drilling and services to the oil and gas extraction industry
<http://www.statcan.ca/Daily/English/060516/d060516c.htm>

Non-metallic Mineral Mining and Quarrying, 2004
<http://www.statcan.ca/bsolc/english/bsolc?catno=26-226-XIB>

Metal Ore Mining, 2004
<http://www.statcan.ca/bsolc/english/bsolc?catno=26-223-XIB>

General Review of the Mineral Industries, Mines, Quarries and Sand Pits, 2004
<http://www.statcan.ca/bsolc/english/bsolc?catno=26-201-XIB>

Diamonds: Still shining brightly for Canada's North
<http://www.statcan.ca/bsolc/english/bsolc?catno=65-507-MIE2006007>

SOCIAL STATISTICS - NON-PROFIT SECTOR

Income and the Outcomes of Children
<http://www.statcan.ca/bsolc/english/bsolc?catno=11F0019MIE2006281>

Caring Canadians, Involved Canadians: Highlights from the Canada Survey of Giving, Volunteering and Participating, 2004
<http://www.statcan.ca/bsolc/english/bsolc?catno=71-542-XIE>

Why did employment and earnings rise among lone mothers during the 1980s and 1990s?
<http://www.statcan.ca/bsolc/english/bsolc?catno=11F0019MIE2006282>

TRADE

International Merchandise Trade Annual Review, 2005
<http://www.statcan.ca/bsolc/english/bsolc?catno=65-208-XIE>

Profile of Canadian importers 2002
<http://www.statcan.ca/Daily/English/060515/d060515d.htm>

Foreign affiliate trade statistics
<http://www.statcan.ca/Daily/English/060605/d060605c.htm>

Motor vehicle fuel sales
<http://www.statcan.ca/Daily/English/060608/d060608e.htm>

TRANSPORTATION

Couriers and local messengers industry
<http://www.statcan.ca/Daily/English/060504/d060504c.htm>

Characteristics of international travellers
<http://www.statcan.ca/Daily/English/060529/d060529b.htm>

Taxi and limousine service industry - 2004
<http://www.statcan.ca/Daily/English/060607/d060607d.htm>

An analysis of the transportation industry in 2005
<http://www.statcan.ca/bsolc/english/bsolc?catno=11-621-MIE2006044>

[Return to Table of Contents](#)

The "Deathing Project"

Statistics Canada released their December 2005 business counts in March 2006. Prior to releasing the new data, Statistics Canada undertook a "Deathing Project" to "clean up" their database. While the process sounds menacing, the aim was simply to eliminate inactive establishments. The result was that there was a noticeable drop (3.8%) in the number of businesses identified in Canada between December 2004 and December 2005.

It is important to note that this decline in counts is due to the Deathing Project itself and not to any extraordinary economic factors. Whether you are consulting business count data from our [Canadian Industry Profiles](#) or from another source, make sure you understand the change in the source parameters before you jump to any conclusions about industry strength or closures.

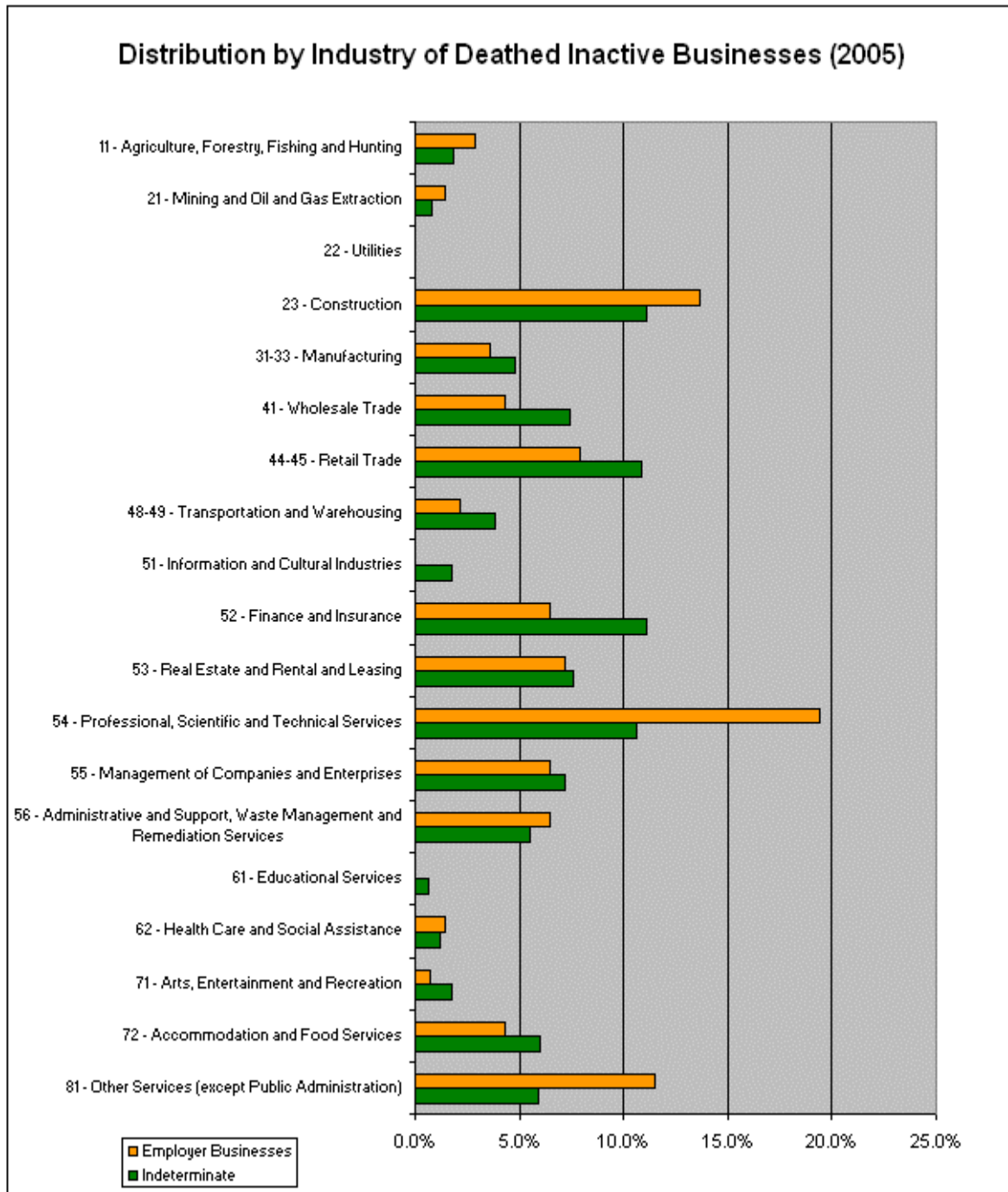
First of all the inactive business establishments have been accumulating over a period of years. These "dead" businesses did not all cease activity in 2004. Of course with hindsight, this means that business counts from previous years have be skewed somewhat by these inactive businesses. Unfortunately there is not a great deal we can do about past comparisons.

By looking at the types of businesses that were deathed however, we can at least gain some insight into

the types of businesses where the likelihood of inactivity is highest. In total 172,374 businesses were removed from the Statistics Canada Business Register. Of these, 172,235 or 99.92% were from the Indeterminate size grouping (businesses without full-time employees), an additional 0.06% were from the 1-4 employees grouping. In total 99.98% of the deceased businesses belonged to the smallest of businesses in Canada.

All industry sectors were affected by the Deathing Project but four in particular stand out. Among indeterminate deaths Finance and Insurance (11.1%), Construction (11.1%), Retail Trade (10.9%), and Professional, Scientific and Technical Services (10.6%) account for 43.7% of the total. Among employer businesses Professional, Scientific and Technical Services (19.4%) and Construction (13.7%) alone account for a third of the businesses removed from the register.

| | Indeterminate | | Employer Businesses | |
|--|---------------|---------------|---------------------|---------------|
| | # | % share | # | % share |
| TOTAL | 172235 | 100.0% | 139 | 100.0% |
| 11 - Agriculture, Forestry, Fishing and Hunting | 3120 | 1.8% | 4 | 2.9% |
| 21 - Mining and Oil and Gas Extraction | 1338 | 0.8% | 2 | 1.4% |
| 22 - Utilities | 118 | 0.1% | 0 | 0.0% |
| 23 - Construction | 19144 | 11.1% | 19 | 13.7% |
| 31-33 - Manufacturing | 8314 | 4.8% | 5 | 3.6% |
| 41 - Wholesale Trade | 12813 | 7.4% | 6 | 4.3% |
| 44-45 - Retail Trade | 18715 | 10.9% | 11 | 7.9% |
| 48-49 - Transportation and Warehousing | 6663 | 3.9% | 3 | 2.2% |
| 51 - Information and Cultural Industries | 2977 | 1.7% | 0 | 0.0% |
| 52 - Finance and Insurance | 19140 | 11.1% | 9 | 6.5% |
| 53 - Real Estate and Rental and Leasing | 13101 | 7.6% | 10 | 7.2% |
| 54 - Professional, Scientific and Technical Services | 18296 | 10.6% | 27 | 19.4% |
| 55 - Management of Companies and Enterprises | 12328 | 7.2% | 9 | 6.5% |
| 56 - Administrative and Support, Waste Management and Remediation Services | 9443 | 5.5% | 9 | 6.5% |
| 61 - Educational Services | 1074 | 0.6% | 0 | 0.0% |
| 62 - Health Care and Social Assistance | 2042 | 1.2% | 2 | 1.4% |
| 71 - Arts, Entertainment and Recreation | 3051 | 1.8% | 1 | 0.7% |
| 72 - Accommodation and Food Services | 10317 | 6.0% | 6 | 4.3% |
| 81 - Other Services (except Public Administration) | 10230 | 5.9% | 16 | 11.5% |



When the distribution of deceased indeterminate businesses is examined at a 6-digit NAICS level, only ten business have a 2% or higher share with Portfolio Management (7.76%) and Holding Companies (7.16%) accounting for nearly 15% of all indeterminate deaths.

| Rank | Industry | Indeterminate | |
|------|--|---------------|---------|
| | | # | % share |
| 1. | 523920 - Portfolio Management | 13361 | 7.76% |
| 2. | 551113 - Holding Companies | 12327 | 7.16% |
| 3. | 541611 - Administrative Management and General Management Consulting Services | 6174 | 3.58% |
| 4. | 236110 - Residential Building Construction | 5804 | 3.37% |
| 5. | 531111 - Lessors of Residential Buildings and Dwellings (except Social Housing Projects) | 4484 | 2.60% |
| 6. | 561990 - All Other Support Services | 4453 | 2.59% |
| 7. | 541510 - Computer Systems Design and Related Services | 4146 | 2.41% |
| 8. | 722210 - Limited-Service Eating Places | 3970 | 2.30% |
| 9. | 722110 - Full-Service Restaurants | 3839 | 2.23% |
| 10. | 237210 - Land Subdivision | 3520 | 2.04% |

Similar sectors appear on top among employer-businesses with the exception of Civic and Social Organizations. Of course here the numbers overall are quite small with the top industry (Administrative Management and General Management Consulting Services) losing only 12 businesses due to the Deathing Project.

| Rank | Industry | Indeterminate | |
|------|---|---------------|---------|
| | | # | % share |
| 1. | 541611 - Administrative Management and General Management Consulting Services | 12 | 8.63% |
| 2. | 551113 - Holding Companies | 9 | 6.47% |
| 3. | 813410 - Civic and Social Organizations | 6 | 4.32% |

The order of ranking changes when you consider which business types experience the biggest impact from the Deathing Project, that is industries with the highest percentage variation in business counts. Clearly the most distorted are those where there is a high number of indeterminate businesses (e.g. Portfolio Management) and/or a low total number of businesses (e.g. Infants' Cut and Sew Clothing Manufacturing).

| Rank | Industry | Indeterminate & Employer Businesses | | | |
|------|---|-------------------------------------|----------------------------|-------------------------------|--|
| | | Business deaths | Total Counts with deathing | Total Counts without deathing | %difference in counts because deathing |
| 1. | 523920 - Portfolio Management | 13365 | 24239 | 37604 | 35.54% |
| 2. | 315291 - Infants' Cut and Sew Clothing Manufacturing | 47 | 105 | 152 | 30.92% |
| 3. | 212210 - Iron Ore Mining | 4 | 11 | 15 | 26.67% |
| 4. | 522299 - All Other Non-Depository Credit Intermediation | 2714 | 7475 | 10189 | 26.64% |
| 5. | 315234 - Women's and Girls' Cut and Sew Suit, Coat, Tailored Jacket and Skirt Manufacturing | 59 | 174 | 233 | 25.32% |
| 6. | 212233 - Copper-Zinc Ore Mining | 5 | 15 | 20 | 25.00% |
| 7. | 315990 - Clothing Accessories and Other Clothing Mfg | 130 | 412 | 542 | 23.99% |
| 8. | 416310 - General-Line Building Supplies Wholesale | 365 | 1195 | 1560 | 23.40% |
| 10. | 532310 - General Rental Centres | 322 | 1121 | 1443 | 22.31% |
| 11. | 713120 - Amusement Arcades | 146 | 513 | 659 | 22.15% |

* Only those industries with at least 10 businesses were ranked

The Deathing Project appears to have been well overdue. Going forward the Business Register will now provide a more accurate picture of the smallest Canadian businesses. For current analysis however it is not possible to compare indeterminate business counts between 2004 and 2005. The only option to analyze this size of business over this period is to use the Labour Force Survey. [CANSIM tables 282-0011 and 282-0012](#) provide the ability to retrieve data on the self-employed without paid employees by month and by year.

The employer business counts are not as seriously affected by the Deathing Project. Comparisons are certainly possible although caution should be used when examining businesses with less than 5 employees especially at the full 6-digit NAICS level.

All of our [Canadian Industry Profiles \(http://www.gdsourcing.ca/CIP/Cip.htm\)](http://www.gdsourcing.ca/CIP/Cip.htm) now include information on the number of businesses removed due to the deathing project. If you require detailed data related to the effect of the Deathing Project on your specific industry, please contact us at contact@gdsourcing.com.

[Return to Table of Contents](#)

Stats Can Pub Give Away!

The rumours are all true! Statistics Canada is now giving away all of their electronic publications free of charge.

Of course the trick is still finding the publication most suitable to your research needs. You can locate Stats Can publications a number of ways. You can use their online catalogue (<http://www.statcan.ca/english/search/ips.htm>), or browse by major subject area (<http://www.statcan.ca/cgi-bin/downpub/freepub.cgi>) but the simplest and most effective way we find to locate relevant publications is to use [The Daily](#). Use the search box at the top of the linked page. Any publications related to The Daily release are listed at the bottom of each entry.

Another non-Stats Can option is our [Stats Link Canada](#) database. We track and update each Stats Can publication as it is released. One advantage of [Stats Link Canada](#) is that it has a detailed subject index that covers both Stats Canada and non-Stats Can publications and our publication descriptions are not abridged abstracts but rather keyword dense listings of the statistics actually covered.

While the free publication give away is a generous offer to the Canadian research community, do not mistake this for free access to all Stats Can data. Data that is only available in CANSIM or from stand alone databases (e.g. Business Patterns, Financial Performance Indicators) or any data that requires a custom retrieval are not included. Research charges will still apply here as well as for any paper versions of publications.

However for now do not dwell on the negative. This give away is still a major boon to researchers across Canada.

To get you started on your new electronic Stats Can library here is a list of links to some of the "research crown jewels" you can now access free of charge:

Canadian Economic Observer

<http://www.statcan.ca/bsolc/english/bsolc?catno=11-010-XIB>

Monthly summary of the economy, major economic events

Market Research Handbook

<http://www.statcan.ca/bsolc/english/bsolc?catno=63-224-XIB>

Comprehensive source of socio-economic statistics for all those who study the Canadian consumer market - market researchers, strategists, product planners and sales leaders.

Retail Trade

<http://www.statcan.ca/bsolc/english/bsolc?catno=63-005-XIE>

Monthly retail sales estimates for all retail locations in Canada, by trade group and by province/territory

Spending Patterns in Canada

<http://www.statcan.ca/bsolc/english/bsolc?catno=62-202-XIE>

Statistical highlights and key tables from the Survey of Household Spending (SHS).

Annual Demographic Statistics

<http://www.statcan.ca/bsolc/english/bsolc?catno=91-213-XIB>

Population estimates by age and sex for Canada, provinces, territories, census divisions, census metropolitan areas and economic regions. It also includes, for provinces and territories, estimates by age, sex and marital status as well as estimates for census families.

Women in Canada: A Gender-based Statistical Report

<http://www.statcan.ca/bsolc/english/bsolc?catno=89-503-X>

This report analyzes the situation of Canadian women by exploring their demographic and cultural characteristics, living arrangements, income, labour force activity, health and criminal and victimization characteristics.

Population Projections for Canada, Provinces and Territories, 2005 to 2031

<http://www.statcan.ca/bsolc/english/bsolc?catno=91-520-XIE>

Population projection scenarios by age group and sex up to 2031 for the provinces and territories and up to 2056 for Canada.

Population Projections of Visible Minority Groups, Canada, Provinces and Regions, 2001 to 2017

<http://www.statcan.ca/bsolc/english/bsolc?catno=91-541-XIE>

Population projections according to some ethnocultural variables (visible minority group, immigrant status, religion, mother tongue) for Canada, provinces and selected metropolitan areas.

[Return to Table of Contents](#)

Google is as Good as Your Keywords

I recently learned an important lesson about using Google. I have always known that the success of a Google search is based entirely on keyword selection but every once and a while you experience a search episode that drives home the point succinctly.

My seven year old son recently picked up a board game from a garage sale. The game "The Lion King" came with most of the pieces but the instructions were missing and the game board itself did not provide much insight into how the it should be played.

Being a professional researcher, I thought it would be a snap to solve this problem. Surely the rules to a game from the late nineties would be online. Confident of instant success, I started with a basic search in Google:

"Lion King" +rules

I found sites that celebrated the movie (The Lion King rules!) and sites that sold the "Vintage" game in question. I was happy to see that our \$2 purchase was well below the market value of \$20. My son however was not impressed. The savings meant nothing if we could not play the game. Preferably right away!

It was clear my research problem required a strategy. When you are looking for market or industry data the best advice is to look for sources of the data not the data itself. This advice actually applies to any type of search. In the business world this often involves associations, government departments and specialized media outlets. When you are searching for the rules to a "vintage" game this involves the manufacturer.

I was confident that Milton Bradley would have a section on their site devoted to lost rules. After all this could not be a unique problem, especially in a world of garage sales and eBay.

So I tried to qualify my search and went for the home run: *"milton bradley" "Lion King" +rules*

This search resulted in a list of entrepreneurial web sites trying to sell the instructions in question for \$4 (twice our purchase price!). Regardless of the price, the fastest delivery time offered was "8-24 hours after ordering" which was well past bedtime. The pressure was mounting by the minute!

Next I figured it was time to get serious and stop trying to be fancy (i.e. pull the rules up on the first link of the Google results page. This time I aimed to go straight to the source: *"milton bradley" +rules*

My first hit was another rule seller - although this time the price was only \$2. The next link looked very promising: [Rules and Instructions for Board Games](#) It was from About.com (<http://about.com/>) For those unaware of this online resource, it is an excellent link source. It was started in 1996 on the premise that people make the best guides to the Internet. Each topic heading has an "editor" who compiles and explains the value of each link collected. The links are coherent and helpful unlike some of the automated link farms you come across online.

The first link on my About.com result page was: [How to Find Game Rules and Instructions](#) "BINGO!" I thought, now I am getting somewhere. The article was a simple 'how to' feature with tips on locating lost

rules or instructions for board games.

Unfortunately it only provided generic advice. The last suggestion even caused signs of frustration to appear on my son's face. *"Be persistent. If at first you don't succeed, try again in a couple of weeks. And keep trying until you're successful"* Not exactly what a seven year-old want to hear!

This was getting serious! Corporate clients have nothing on your own son's expectations.

I was not however ready to give up on About.com just yet. It is a very rich resource, much like your local librarian. I scanned the same page and noticed the following link:

[Hasbro, Parker Brothers, Milton Bradley, Avalon Hill](#)

Hasbro's official sites includes PDF files of many game rules. Very helpful for Hasbro, Parker Brothers and Milton Bradley games, as well as games published by the Hasbro-owned Avalon Hill.

However when you click on the link you are sent to the generic Hasbro home page. I can tell by the About.com link that the original target was the instructions section of their site. Note the end of the rather complicated URL:

http://clk.about.com/?zi=1/XJ&sdn=boardgames&zu=http%3A%2F%2Fwww.hasbro.com%2Fdefault.asp%3Fx%3Dcc_gameandtoyinstructions

But some sites do not want you jumping inside them. They want you to follow a set path. At the Hasbro home page, after scanning the available navigation buttons, I decided to try their site search engine. The "Lion King" search words produce a product description and ordering information. (This time the price is \$15.95). No link for rules however.

There was a link for replacement parts but "rules" are not considered a replacement part. Now what!

A pout was starting to appear on my son's face. This was not going to be pretty if I do not find the required rules fast! In desperation I tried the "customer service" link.

And there with a picture of Mr. Potato Head waving triumphantly is the link "[toy and game instructions](#)" with the description: *Tired of making up your own rules? Check out the official instructions for some of your favorite Hasbro toys and games.*

Seconds later we were printing up the PDF of the rules we required for free!

I was a bit surprised at the effort it took to find this information. Later, after playing the game - which I lost! and no I didn't let him win! - I went back to examine my search steps in a less frenetic way.

First of all I took a closer look at the game box. Sure enough - I am embarrassed to admit - below the bold MB for Milton Bradley in the top left corner of the box lid was the tiny copyright information "© 1994 Hasbro Canada Inc" in the bottom left corner. If my initial search had of been: *hasbro +rules "lion king"* The first link of the first page returned would have been exactly what I was looking for.

[Hasbro Toy and Game Product Instructions](#)

Product Instructions for **Hasbro** Toy and Game products. ... The **Lion King**.
www.hasbro.com/default.cfm?page=cs_instructions&letter=T - 188k -
[Cached](#) - [Similar pages](#)

The key research lessons relearned by this exercise were:

1. Milton Bradley is owned by Hasbro. (The more generic lesson is to make sure you are looking for the right source - read the fine print!)
2. Don't rely solely on the top search engine results returned. They are not necessarily the most relevant to your search needs. They are based on nothing more than the keywords you have used. Results are therefore often driven by entrepreneurial forces.

Search Engine Optimization (SEO) is a key component of any successful e-commerce business' marketing strategy. Site content and meta tags are optimized to ensure the highest ranking based on specific keywords. In the above example, companies and web pages attempting to sell the rules of the game itself ranked higher in Google results because they were optimized for the keywords "rules" and "Milton Bradley". (A wise marketing decision for a web site selling board game rules!)

Even at the Hasbro website the site search engine focused on selling the game itself. The rules were actually buried below their site search engine feature. I have no problem with this reality. In many cases entrepreneurial sites provide enhanced value or services otherwise unavailable. However all researchers must recognize this as a feature of Google results and the Internet as a whole and revised and adjust their search strategy as needed.

3. Even if Google does not return exactly what you are looking use any relevant links to help you with your search. About.com did not have the rules we required but it did have the information necessary to help us find them.
4. Google is only as good as the keywords you enter. Stop and think of the best way to find the source of the data not the data itself.

AND REMEMBER: Milton Bradley is owned by Hasbro!

[Return to Table of Contents](#)

Small Business Stats Facts

Each Business Researcher Newsletter ends with a collection of five statistics related to Canadian small businesses.

[Click here](#) to see the latest Canadian Small Business stats referenced in the [Stats Link Canada](#) database. 

1. What are the top three sources of financing used by High-growth SMEs as compared to other SMEs in Canada.

| Top Sources of Financing for Canadian SMEs | | |
|--|--------------------------------------|--------------------------------------|
| | High-growth SMEs | Other SMEs |
| 1. | Commercial loans and lines of credit | Commercial loans and lines of credit |
| 2. | Trade credit from suppliers | Trade credit from suppliers |
| 3. | Personal credit card of owner(s) | Personal savings of owner(s) |

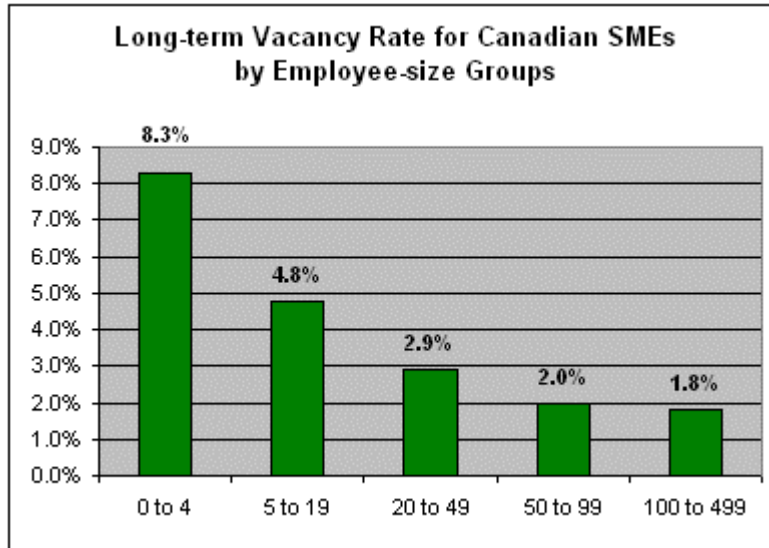
Source: Industry Canada (May 2006)
[\(Click here to view more information about this Stats Link Canada reference\)](#)

2. What are the absence rates for employees in small businesses vs. medium and large businesses?

| Absence Rates by Firm Size in Canada (2005) | | | | |
|---|--------------------|--------------------|----------------------|--------------------|
| | Under 20 employees | 20 to 99 employees | 100 to 499 employees | Over 500 employees |
| Incidence | 7.3 | 8.1 | 9.0 | 9.6 |
| Days lost per worker per year | 8.1 | 9.2 | 10.9 | 12.0 |

Source: Statistics Canada (April 2006)
[\(Click here to view more information about this Stats Link Canada reference\)](#)

3. What % of small businesses as compared to larger businesses have had positions open in their companies for more than 4 months (long-term vacancies)?



Source: CFIB (April 2006)
[\(Click here to view more information about this Stats Link Canada reference\)](#)

4. What percentage of businesses with 0 to 19 employees in 1991-1993 were the same size ten years latter? What percentage grew into larger companies?

| Growth Mobility of Small firms in Canada over a Ten-year Period | | | | |
|---|----------------------------|--------------------|----------------------|--------------------|
| | Business Size in 2001-2003 | | | |
| | 0 - 19 employees | 20 to 99 employees | 100 to 499 employees | Over 500 employees |
| 0 to 19 employees in 1991-1993 | 94.2% | 5.6% | 0.2% | 0.0% |

Source: Statistics Canada (March 2006)
[\(Click here to view more information about this Stats Link Canada reference\)](#)

5. According to a survey of Canadian mid-cap CEOs, what is the most important measure of success? How would they like to be remembered after they retire?

| Top Measures of Success for Canadian Mid-Cap CEOs & How They would like to be Remembered after Retiring | | |
|--|---|--|
| | Most important measure of success | Preferred description after retired |
| 1. | Increasing profit | Ethical/respected/honest |
| 2. | Enhancing quality of leadership team or staff | Successful company/business |
| 3. | Enhancing loyalty of leadership team or staff | Contributed to society/mentoring |

Source: COMPAS Research (Feb 2006)
[\(Click here to view more information about this Stats Link Canada reference\)](#)

[Return to Table of Contents](#)

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