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FOOD *in* CANADA

Canada's food & beverage processing magazine

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# FOOD in CANADA

Canada's food & beverage processing magazine



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Cover photo: VitaliyPestov/Thinkstock

## CO-PACKERS WANTED

**Are you an Ontario food and beverage co-packer?**

Food and Beverage Ontario recently launched an online co-packer tool that connects processor businesses for the development of **NEW** products, and to locate **NEW** production capacity.

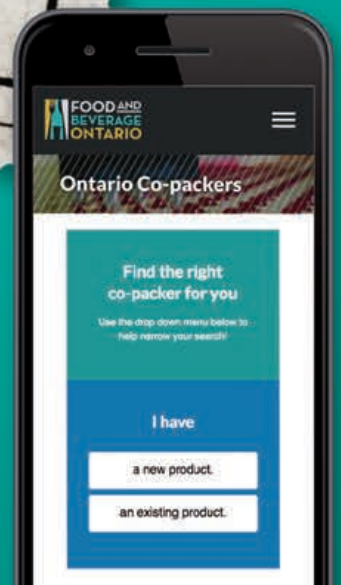
Visit the co-packer online tool at:

<http://foodandbeverageontario.ca/copack>

Looking for a co-packer for a new or existing product and don't know where to start? Check out our co-packer online tool and we'll provide you a list of best matches from our extensive database of co-packers in Ontario.

Visit <http://foodandbeverageontario.ca/copack>

For additional co-packing business information contact: [jcrawford@foodandbeverageontario.ca](mailto:jcrawford@foodandbeverageontario.ca)





## The nature of success

This summer *Food in Canada* and Grant Thornton hosted a series of forums across the country to talk to food and beverage executives about growth. The result of those discussions — in Langley, BC, Edmonton, Toronto and Halifax — is this year's Executive Forum (starting on pg. 20), which offers myriad insights into successful business growth.

While there are many paths to business expansion, one of the concepts that came up several times during our discussions was the idea of social entrepreneurship. For growing food and beverage companies, that could mean investing in a particular region or country for socially positive purposes, for instance to help with food security or local employment. It could also mean deciding to produce food or drinks that leave a minimal environmental footprint, or which contribute to good health and nutrition. By committing to a company vision that goes beyond monetary rewards, food businesses are in a unique position to have a lasting, beneficial impact on the communities they serve.

While not all companies are able to operate as social entrepreneurs, all food and beverage businesses should now be considering how they can operate in a more transparent, sustainable, socially responsible manner — consumers demand it, and with the amount of conflict and misinformation in the world today, it's just the right thing to do. It is already a key concern of companies which successfully expand into new markets, to ensure they have the continued support of suppliers, distributors and consumers in those markets.

But you don't have to be in growth mode to make a positive impact. Look at the communities in which you currently operate, or in which your products are sold. How are you connected to those communities and the people that comprise them? Do you source from local producers and hire from the community when you can? Do you invest in local initiatives that strengthen community ties and develop positive relationships? Do you participate in youth or new immigrant employment programs? Have you reached out to work with food banks, community kitchens, places of worship, and food reclamation or redistribution programs? Do you and your team get behind causes which align with your business and your corporate vision? Are you involved in local events or charities? Do you mentor other local business owners?

If your answer to these questions is no, ask yourself why not? Most of these initiatives are not costly or overly time consuming, yet they can pay great dividends in terms of boosting your reputation, improving employee morale, and helping to build stronger, healthier communities in Canada and around the world. As Michelle Obama said, "Success isn't about how much money you make. It's about the difference you make in people's lives." ●

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## Bringing heirloom seeds to life

Monks in Quebec have re-grown an heirloom melon that was first enjoyed 100 years ago. Jean-François Lévêque, a Cistercian monk, is the organic seed farmer who cultivated the Oka melon. The order of monks at the Val Notre-Dame abbey has a long food history. In 1893 it founded an agriculture school, and the order is the originator of Oka cheese and the Chantecler chicken (bred to survive Quebec's cold winters). Lévêque hopes to bring more of Quebec's historical seeds to life and see more heirloom foods growing in backyards throughout the province.



photo: Thinkstock

## News > file

photos: Myron Love



### Winnipeg's Nutty Club building given heritage status



Scott Bathgate  
president Jim Burt

For well over 100 years, Scott-Bathgate's Nutty Club Building complex — with the giant Can-D-Man figure painted on the north side — has

been a downtown Winnipeg landmark. At long last, the building near the corner of Portage and Main is receiving its due.

In early June, the building was officially added to the City of Winnipeg's list of historical buildings. But for long-time president Jim Burt, that's a mixed blessing. The drawback, he notes, is that if the company ever decides to sell the building, the heritage designation may make it difficult for a new owner to tear down the structure and put up a new building on the site.

Although media reports claim that the two linked buildings were erected in 1905 and 1907 respectively, Burt says

they were actually built in the late 1800s. A.E. Scott and J.L. Bathgate — founders of Scott-Bathgate — moved into the structures in 1905 and 1907, after founding their import and confectionery distribution business in 1903.


Jim Burt is just the third president the company has had in its 114-year history, following Bathgate and his father-in-law, J.K. May. As Burt tells it, he was an airline pilot when May invited him to join the company. That was in the early 1960s, and over the next 10 years Burt worked in a variety of capacities before assuming the president's chair after May's passing in 1972.

Scott-Bathgate is best known for its packaged pink and caramel popcorn, candies, sunflower seeds and peanuts. The company standards also include mustards, peanut butter and syrups. "We have handled many other products over the years, but they come and go," says Burt.

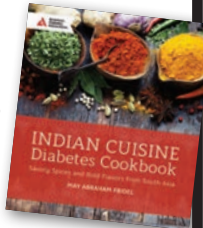
The company supplies retailers across Western Canada, and still has offices in Vancouver, Edmonton, Calgary, Regina and Thunder Bay. Burt points out though that it's tough going these days for independent food distributors and brokers. "The big chains no longer want to deal with companies such as ours," he says. "They prefer to buy direct from the manufacturers. Our markets are the smaller chains and independents. There are not many distributors/brokers left in the business."

Scott-Bathgate still has a workforce

of about 100 across all of its operations. Just 20 to 25 of them still work out of the main building, while most of the production was moved several years ago to other historic buildings in the area, also owned by the company, that are better suited to processing and warehousing products. The original buildings house only the administrative offices and the



A new cookbook called *Indian Cuisine Diabetes Cookbook* by May Abraham Fridel aims to bring "the taste, aroma and health benefits of basic and exotic Indian spices into the kitchen for those with diabetes or prediabetes or those simply looking to eat healthier and feel better." U.S.-based Fridel, who grew up in Kerala, India, is also the founder of spice company Passion for Spices. The recipes in the cookbook are designed to meet nutrition guidelines set by the American Diabetes Association, while at the same time offering authentic and bold Indian flavours. The cookbook includes main dishes, side dishes, condiments, one-pot meals, flatbreads, drinks and desserts.





wrap and pack operation. Burt notes that even the interior is little changed over the years, with only minor modifications.

How much longer can Scott-Bathgate continue in business? While the future may be cloudy, Burt notes that there are still a lot of people who like the company's products. "That's what keeps us in business," he says.

— Myron Love

### Walmart funds food waste reduction

Non-profit organizations working to reduce food waste in Canada have access to funds — thanks to Walmart.

The Walmart Foundation says it is making CDN\$1.87 million available to

### CELEBRATING CANADIANS WITH VISION

TMX Group of Toronto is celebrating Canada's 150th birthday through a social media campaign called Canada's Next 150. The campaign, which launched in August and wraps up at the end of this month, profiles inspiring students, entrepreneurs and forward-thinkers. Two of those profiles include Awake Chocolate and Left Field Brewery.

fund proposals "from qualified organizations that have experience in formulating, proposing and implementing food waste reduction efforts." The foundation says it will consider requests between US\$250,000 and US\$1,000,000.

Walmart is looking at ways to reduce waste in its own operations "and achieve zero waste in key markets, including Canada, by 2025." The funding announcement is a way to build on that commitment. ↪

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### Safer dining out for those with celiac

Mississauga, Ont.-based Gluten-Free Food Program Inc.

(GFFPI) has launched its GF-Smart, GF-Verified and GF-Dedicated program for the foodservice and hospitality sectors. The aim is to help improve dining-out options for people who suffer from a gluten-related medical disorder. The program was developed with the Canadian Celiac Association and the Quebec-based Fondation québécoise de la maladie coeliaque.

### Reducing food waste improves profitability

The Ontario Produce Marketing Association (OPMA) teamed up with

### Zap! and there's protein

Imagine if you could create protein through a zap of electricity. Researchers in Finland say they have done just that by using renewable energy, microbes and carbon dioxide. In a statement on the Lappeenranta University of Technology (LUT) website, the university says scientists from LUT and the VTT Technical Research Centre worked together to create "a batch of single-cell protein" by "mixing three ingredients into a coffee-cup size bioreactor and supplying an electric shock." The powder has 50 per cent protein and 25 per cent carbohydrates. The scientists say new food-making technologies "could make huge inroads for feeding people in need."



Value Chain Management International (VCMI) to develop a workbook, prepare case studies and create a series of workshops to help OPMA members see how they can reduce food waste and also "make more money in the process."

The OPMA released the first Ontario industry case study with EarthFresh Foods, a potato supplier. The company found that "a 29-per-cent increase in grade-out of potatoes resulted in a 74-per-cent increase in producer margin."

According to the OPMA, most produce is lost due "to production practices, storage and handling, but addressing the problem requires a slight shift in thinking."

### The 411 on Canadian wine

The Canadian Vintners Association and Global Wine Database (GWDB Inc.) have launched what they say is the largest and most comprehensive online database of Canadian wineries and wines,



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at [www.wine411.ca](http://www.wine411.ca). The online database “catalogues 5,500 Canadian wines, complete with tasting notes, suggestions of other vintages and similar wines, as well as food pairings.” The organizations say “this is the first time all wines produced in Canada have been available in one location.”

### Village Farms, Emerald Therapeutics create joint venture

Vancouver-based Village Farms International Inc., a greenhouse grower and publicly traded greenhouse produce company, and Emerald Therapeutics Inc., a licensed cultivator and seller of medical cannabis, have announced a partnership. In a statement, the two

companies say they are creating a joint venture for large-scale greenhouse cannabis production.

Village Farms will contribute a 1.1-million sq.-ft. greenhouse facility in Delta, BC, “which will be converted to ACMPR-compliant (*Access to Cannabis for Medical Purposes Regulations*) production, and, if permitted by applicable law, production for the non-therapeutic adult-use market.” Emerald will contribute “an aggregate of \$20 million...to fund conversion of the Initial Greenhouse and each party will have a 50-per-cent ownership stake in the joint venture.”

The statement says the greenhouse facility is estimated to yield more than 75,000 kg of product each year. Together both companies say the aim of the venture is “to be the lowest-cost cannabis producer in Canada.” The venture will

produce a variety of cannabis products such as dried cannabis and “quality inputs for extraction-based products...and it’s expected to be a meaningful part of the non-therapeutic adult-use market.” ➔

### CHIP CHALLENGE

Pringles is challenging Canadians to identify the Pringles Mystery Flavour Chip. Kellogg Canada says the chips will taste familiar to many consumers, but there may not be an easy answer. Budding sleuths have until Dec. 31, 2017 to crack the Pringles #MysteryChallenge for a chance to win \$10,000.



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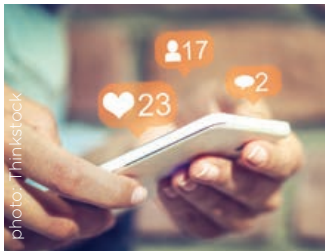
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TALKING SOCIAL MEDIA



**Finding your Voice**

There are a lot of ways to build up your brand while chatting and engaging with your followers on social media. You can be funny, punny, serious or whatever you feel best matches your personality and what will appeal to your followers/consumers.

But as I continue to remind people, it is called “social” media, so be social. That doesn’t mean be unprofessional, but rather just keep in mind that it’s meant to be fun and light-hearted. Here are some accounts I enjoy.

**Kin’s Farm Market ([www.instagram.com/kinsfarmmarket](http://www.instagram.com/kinsfarmmarket))**

Kin’s may have 29 locations in BC, but when I walk into one of their stores, it has an intimate and distinctly local neighbourhood feel to it. They’ve taken that familiar vibe to their Instagram account. On any given day, their feed tells you about new produce, telling you why rambutans are good for you, supporting local events, cheering on their Kin’s Ambassador and Top Chef Canada contestant Trevor Bird (@83tbird), and so much more.

**Mushrooms Canada ([www.instagram.com/mushrooms.ca](http://www.instagram.com/mushrooms.ca))**

If you thought mushrooms were only good for cream of mushroom soup, think again. Mushrooms Canada represents Canadian mushroom growers with the mandate to inspire consumers to enjoy mushrooms in a variety of ways while also espousing their nutritional benefits.

Mushrooms Canada was an early adopter when it came to working with food bloggers and partnering with them (and still does to this day) to create a library of recipes that forever lives on its website. The library continues to live on through Instagram by providing followers with recipe ideas that help feed your family and stretch your budget.

**Willow View Farms ([www.instagram.com/willowviewfarms](http://www.instagram.com/willowviewfarms))**

With a tagline of “Our Home, Your Farm.” owners Murray and Cheryl Siemens have found their voice. If you want a first-person account of life on the farm in Abbotsford, BC, you’ve come to the right place. You may not get your hands dirty, but everything else is real-life on the farm. Their Instagram treats you to beautiful flowers, enormous (or soon-to-be) pumpkins, apples galore, what’s for sale in their store, cute cat photos, wedding announcements and lots of behind-the-scenes action.

What makes it even more fun is that the next generation is getting in on the action. Kelsey, one of the Siemens’ daughters, works on the farm in a managerial role, while their other daughter, Jordyn, helps out too and can often be found making Instagram cameo appearances.

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**IN BRIEF**

> **Corby Spirit and Wine Ltd.** of Toronto

won two awards at the LCBO’s 2017 Elsie Awards: Supplier of the Year and Best New Product Launch. Supplier of the Year is given to companies that go above and beyond in delivering excellence to customers and industry. Corby’s won the Best New Product Launch award for its Big House wine-in-a-can innovation.



> Winnipeg-based **Richardson International Limited** has acquired European Oat Millers of Bedford, U.K. European Oat Millers is the second-largest oat miller in Europe and sells its products throughout the U.K., Europe, Africa, the Middle East and Asia.

> New Brunswick’s first “farm-to-bottle distillery” opened this summer in Malden. **Blue Roof Distillers** uses potatoes from the Strang family’s sixth-generation farm to distill its Blue Roof premium spirits.



(L - R) Devon Strang, head distiller; Rick Doucet, New Brunswick’s Agriculture, Aquaculture and Fisheries minister; and Richard Strang, owner of Strang’s Produce, attend the ribbon cutting ceremony for Blue Roof Distillers.

> **The Alberta Wheat Commission**, the **Saskatchewan Wheat Development Commission** and the **Manitoba Wheat and Barley Growers Association** have created the **Canadian Wheat Research Coalition**, a federal

not-for-profit corporation that will facilitate long-term investments aimed at improving profitability and competitiveness for Western Canadian wheat farmers.

> Toronto-based **GreenSpace Brands Inc.** has acquired **The Cold Press Corp.** for between \$5.39 million and \$6.39 million. The Cold Press Corp. sells cold-pressed juice-based products and probiotic enriched juices.

> **Quinta Quinoa**, a Rockwood, Ont. company, is making headlines. Not only was the company one of SIAL Canada’s Top 10 International

Innovation Award winners, but it also won International Startup of the Year during the VitaFoods Europe Conference in Switzerland.

> **Diamond Estates Wine and Spirits** has opened a flagship retail and tasting centre in Niagara-on-the-Lake, Ont. The new **Lakeview Wine Co.** is a 3,000-sq.-ft. centre to showcase Diamond's VQA wines.



> Vancouver's **Affinor Growers Inc.** has signed a test agreement with a large strawberry production company in California. Under the agreement, Affinor will use proprietary strawberry seedlings from California on its vertical farming tower technology. The testing will take place at Affinor's new greenhouse facility in Abbotsford, BC.



## NEW LOOK FOR SNACK MAKER

Burnaby, BC-based Hippy Snacks (formerly Hippy Foods) has refreshed its brand. In addition to its new name, the company has introduced fresh packaging. The company says the new look reflects the nutrient dense ingredients that go into all of its products. Hippy Snacks also made some changes to its products names. Hippy Garden Chips are now Veggie Clusters, and Hippy Granola is now Grain-Free and Ancient Grain Granola.



> Ontario's **Mastronardi Produce** has partnered with Ohio-based **Golden Fresh Farms** to bring Mastronardi's **SUNSET** brand produce to more consumers throughout the U.S. Ohio is the fifth state that the **SUNSET** brand will be grown in. In other news,



Mastronardi has partnered with **AppHarvest** to help develop high-tech greenhouses in the Kentucky and West Virginia Appalachian region. Mastronardi has also acquired **Backyard Farms**, a grower of year-round greenhouse-grown tomatoes based in Maine.

  
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**SUPPLIER NEWS**

> Ontario-based **Blendtek Fine Ingredients Inc.** has partnered with **Fitoplancton Marino** of Spain to supply Fitoplancton Marino's TetraSOD and Easylgae Plankton-Extract. In other news, the Bioenterprise Seed Fund, which is run by **Bioenterprise Corporation**

and funded by the federal government, has named Blendtek a recipient of the fund.  
 > The Netherlands-based **IMCD N.V.**, which markets and distributes specialty chemicals and food ingredients, has acquired Toronto-based **L.V. Lomas Limited**. L.V. Lomas also distributes specialty chemicals, ingredients and raw materials, and has offices across

Canada and in the U.S.  
 > Westchester, Ill.-based **Ingredient Incorporated** and Regina, Sask.-based **AGT Foods** won an Food Expo Innovation Award at IFT17. The two companies had partnered to create pulse ingredients without any off notes.



"FCC has been right by our side to help us grow the business."

Tom Hughes, President  
 EarthFresh Foods  
 Food Producer and Processor

> The **National Research Council of Canada Industrial Research Assistance Program** is contributing



up to \$500,000 to Vancouver-based **Renaissance BioScience Corp.** The company says the multi-year, non-repayable contribution will "support the company's ongoing research and development efforts through the advancement of its proprietary, non-GMO yeast strain development platform."

**PEOPLE ON THE MOVE**



Popham

> **Lana Popham** is BC's new minister of Agriculture.  
 > Big Rock Brewery Inc. of Calgary has appointed **Wayne Arsenault** as its new president and CEO.

> McCain Foods Ltd. has named **Max Koeune** as its CEO. Former McCain's CEO **Dirk Van de Put** is now CEO at Mondelez International Inc.  
 > The Dairy Farmers of Canada elected its new president, **Pierre Lampron**, at its annual general meeting this summer.

> **Marty Carpenter** has been named president of the Canadian Beef Grading Agency.  
 > EMW Industrial Ltd. of Saskatoon has hired **Dave Link** as CEO.



Link

> **Joe Scrocchi** is now general manager of the Ontario Greenhouse Vegetable Growers.

> Newfoundland and Labrador has appointed **Valerie Johnson, Janice Ryan** and **Brad Watkins** as at-large members of the provincial Fisheries Advisory Council.  
 > **Pierre Petelle** is now president and CEO of Ottawa's CropLife Canada. CropLife is the trade association representing the developers, manufacturers and distributors of pesticides and plant biotechnology innovations.



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## MARKET TRENDS

Larry Martin

### MARKET COMMENTARY: Turbulent times

The world seems out of control. With Trump's volatility, seemingly endless terrorist activity in Europe and the Middle East, rising conflict in the United States, and episodes of violence in the U.S., the world is a little scary.

A traditional hedge against uncertainty has been to buy gold. This can be done by buying bullion, gold mining stocks, ETFs (exchange-traded funds), futures or options on futures. The first three are the most expensive and can tie up funds, especially if prices fall. Futures are the least expensive, unless prices fall and there are margin calls. With options, the initial premium cost is higher than futures, but that's the most you can lose.

Looking at the nearby October chart, futures traded up to \$1,303 and met resistance in April, June and mid-August,

so a triple top. It's also a 38.2-per-cent retracement of the 2001 to 2011 bull market, so it represents a substantial area of resistance. It hasn't been penetrated for over eight months, so doing so might give a clue about market direction going forward: closing above it may signal a change in traders' perceptions about the safety of the U.S. and other economies in these turbulent times.

At press time, October closed at \$1,312, the first indication of a loss in confidence. December \$1,350 Calls traded at \$19.10, or 1.4 per cent of the value. Pretty cheap insurance. 🍷

Market Trends is prepared by Dr. Larry Martin, who offers a course on managing risk with futures and options in Guelph, Ont. through [agrifoodtraining.com](http://agrifoodtraining.com). Contact him at [DLM@explornet.com](mailto:DLM@explornet.com) or (519) 841-1698.

### MARKET HIGHLIGHTS

**On Aug. 1 the USDA surprised the market with higher corn and soybean yields than expected, driving prices down while energy and the loonie rose.**

**> Grains:** USDA put U.S. corn and soy yields higher than the tops of the pre-report estimates. Price charts dropped. Many analysts doubted the data because USDA's own weekly crop condition reports suggested poor crops in many areas due to drought. Subsequently, better weather and other market analysis is close to confirming USDA data. Outside of the upper Midwest, wheat yields are also high. Now, devastation by the hurricane in Houston/Galveston will likely curtail U.S. exports from there. Speculative funds also turned bearish with rising short positions in the grain and oilseed market except for soy oil.

**> Corn:** December futures topped at \$4.17 in July, then dropped to the current \$3.52, breaking support at \$3.74. Exports are near USDA forecasts and ethanol usage is very strong. But each week brings higher forecasts of 2018 crops for Brazil and Argentina. The only technical support is at \$3.20, and there is nothing bullish about the chart. Breaking support at \$3.74 signals to use the \$3.20 area for purchasing unless a bottom formation occurs sooner. We would now protect a breakout above \$3.75.

**> Wheat:** In addition to rising U.S. stocks,

Black Sea and Western European crops appear to be very large. Russia and Ukraine are emerging as the low-cost producers. December Chicago wheat futures broke through support at both \$5.10 and \$4.55, and are currently at \$4.31. Next support is long term at \$4.25. For buyers, we would look for bottoming action around \$4.25 and roll any Call protection down to \$4.60. Drought in the upper Midwest and southern prairies has taken the premium on Minneapolis to \$2.36 over Chicago.

**> Soy oil:** Soy oil got a boost from a 64-per-cent U.S. anti-dumping tariff imposed against Argentinian bio-diesel. This, along with continued strong soy exports, stopped the price slide after the USDA report and moved December bean oil up to the current \$0.349. Resistance is at \$0.3558, with major resistance at \$0.38. We suggested buyers be covered and would stay covered unless prices can't break through \$0.3558.

**> Sugar:** After bottoming at \$0.1395 in early July, October futures rallied back to \$0.16, retreated with most of the markets, then rallied again to the current \$0.1548. The last rally is from a 20-per-cent tariff Brazil imposed on ethanol imports (mainly from the U.S.) that had increased 330 per cent, thereby protecting the sugar market. We would protect against \$0.16.

**> Natural gas:** After dropping in May, October natural gas futures moved sideways between \$2.80 and \$3.15, with adequate supplies.

October is currently at \$2.90, down a little because flooding in Texas will reduce demand for natural gas for cooling. The chart has support at \$2.80 and resistance at \$3.14. We would do some pricing at the bottom and/or protect against the top.

**> Crude oil:** Oil markets face new uncertainty, as militias closed down a number of Libyan oilfields and Hurricane Harvey shut down many of the refineries on the Texas coast. October Brent crude continued on up from \$49 to the current \$52.70. There is resistance just above at \$53.64 and strong resistance at \$60. With the uncertainty, we continue to suggest that buyers cover above \$60.

**> Canadian dollar:** The December loonie recently surged to almost \$0.81 before falling back to \$0.785 in mid-August, mostly on profit taking. Then the surge continued back to \$0.805 currently. While some of the rally results from strength in the Canadian economy and interest rates, most is due to perceived weaknesses in the U.S. The suggestion remains the same as last month. With this rally, relatively higher strike prices on the Canadian dollar offer more affordable insurance against increased ingredient costs rising because of a falling loonie. If the loonie continues through \$0.80 toward the next level of resistance at \$0.83, then we would buy \$0.80 Puts. If it appears to be topping here, then \$0.785 Puts are warranted.







## Food recall effectiveness

Ron Wasik



**a**n article on recall effectiveness in Canada published in the May/June 2017 edition of *Food Protection Trends* magazine and authored by Carly Winters, Anne Wilcock and Jeff Farber of the University of Guelph, will be of interest to everyone in our industry. Here is what I took away from the article.

The authors interviewed nine individuals, six from industry and three from government, to learn their perspectives of “what constitutes an effective recall within the Canadian context.” Those interviewed reinforced the importance of doing the basics, but also came up with a number of new approaches to enhance recall effectiveness.

### The basics

Here’s a short list of the recall basics that were mentioned in the article, along with some of my own comments:

**1. Have a plan** – Having a written recall plan in place is the first step in the process of recall preparedness. Any plan is better than none. The CFIA’s website provides a detailed template that I have often referenced ([www.inspection.gc.ca](http://www.inspection.gc.ca)).

**2. Work the plan** – A recall plan that is not rehearsed at least once a year loses a lot of the benefits of having a plan. The more time invested in working (testing) the plan, the more effective it will be in a crisis.

**3. Update the plan** – Every plan should be audited at least once a year to ensure that the contact information, the roles and the responsibilities of the recall team members are up to date. Any learnings from industry and government,

as well as from mock and actual recalls, should be used to improve the plan.

### New insights

There were also a number of insightful ideas shared by those interviewed:

**1. Be responsible** – Customers are more likely to forgive you if they believe that your company is acting responsibly to address the problem.

**2. The message** – Getting the recall message right is critical to getting results and mitigating long-term damage.

**3. Point-of-sale notices** – Placing recall notices at the place where the product is purchased has proven to be one of the most effective ways to notify consumers of a recall.

**4. Traceability** – Knowing where your product is located significantly improves both the speed of recovery and the quantity recovered. Knowing the sources of the ingredients used to make the recalled product can also be important. One issue that frequently complicates recalls is poorly defined product lots. If regulators believe that there isn’t a clean separation between the recalled product and other lots, they will expand the quantity and number of products to be recalled in order to err on the side of caution.

**5. Unannounced CFIA-initiated mock recalls** – Unlike today’s announced CFIA or planned company recalls, unannounced CFIA-initiated mock recalls should come at any time. This would be a more accurate test of a company’s recall and traceability programs.

**6. Risk assessment** – Currently Health Canada does a risk assessment,

and based on that assessment the CFIA will determine if a recall is warranted and, if warranted, assign a category (one, two or three). More consideration should be given to sharing a version of the risk assessment with the company involved in the recall. Greater transparency and dialogue between Health Canada, the agency and the producer at this stage would benefit both parties.

**7. CFIA recall co-ordinators** – Currently CFIA recall co-ordinators handling a recall are assigned the case based on their availability, but not their knowledge of the recalled product in question. Co-ordinator assignments should consider the person’s experience and knowledge of the product category.

**8. Technology** – The CFIA and Health Canada should have the same management information systems to improve communication. These systems need to be accessible to all employees in both organizations that deal with emergency response.

**9. Food safety culture** – Firms with a strong food safety culture, in which all employees are held to the same food safety standards, have fewer recalls.

I strongly encourage readers to access the entire article for all of the insights and recommendations in this publication. For International Association for Food Protection members, it can be downloaded at [www.foodprotection.org/members/food-protection-trends/](http://www.foodprotection.org/members/food-protection-trends/) 🍎

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## You've had your say on the proposed **Safe Food for Canadians Regulations**. Now what?

Suzanne Sabourin

The year 2017 will not only be remembered as Canada's sesqui-centennial. For those in the food industry, it will also be remembered as the year that the much anticipated *Safe Food for Canadians Regulations* (SFCR) were pre-published in the *Canada Gazette* Part I for public comments. At the same time, the Canadian Food Inspection Agency (CFIA) released the documents to be incorporated by reference to the proposed regulations. Building on the policy direction established in CFIA's improved food inspection model, the new regulatory framework aims to support a modernized food safety risk management system grounded in outcome-based rather than prescriptive regulations to cover imported, exported and inter-provincially traded food products.

The CFIA received more than 1,300 submissions on the proposed regulations. CFIA officials are busy analyzing feedback and finalizing the regulations for implementation. If all goes according to plan, final publication in *Canada Gazette* Part II is anticipated in spring 2018.

While the SFCR are not yet in force, you can take steps to determine if your business needs to comply with the key food safety elements of the regulations: licensing, traceability, preventive controls and written preventive control plans (PCPs). Start by visiting the CFIA's tools, resources and guidance materials on CFIA's Proposed Safe Food for Canadians Regulations web portal.

The SFCR requirements would be phased-in to reflect business size and different levels of industry readiness.



Food businesses operating in the meat, fish, eggs, processed egg, dairy, processed foods, honey, and maple products sectors would have to meet the key food safety provisions of the SFCR when they come into force. Dealers of fresh fruits and vegetables would need a licence and a traceability program on the same date, but would have one full year to meet requirements for preventive controls and a written PCP. Businesses which make or import other food products (for example, bakery products, beverages, coffee and tea, confectionery/chocolate and other "federally non-registered foods"), would have two years to implement requirements, with the exception of micro-businesses with gross annual sales of less than \$30,000, which would receive one extra year to complete implementation.

Second, sign up for a secure My CFIA account to access online services. When the regulations come into force, you will be able to access information and complete many business transactions through your My CFIA account.

Finally, prepare for follow-up consultations to the proposed SFCR, beginning with amendments to the *Agriculture and Agri-Food Administrative Monetary Penalties Regulations* (SFCR and *Safe Food for Canadians Act*). Administrative monetary penalties represent one of several enforce-

ment options for the CFIA to respond to non-compliance. The amendments are expected to be pre-published in *Canada Gazette* Part I this summer for public comments.

In parallel with consultations on the proposed SFCR, the CFIA sought feedback on its modernized cost recovery program, including impacts of potential fee increases on businesses. The CFIA will consult again with stakeholders on detailed fee proposals once they are developed.

Changes to food labelling (SFCR and *Food and Drugs Regulations*) are expected to be published in *Canada Gazette* Part I in fall 2018. In addition, an incorporation by reference document for food compositional standards of the *Food and Drug Regulations* will also be proposed. The CFIA has already proposed incorporation by reference of certain compositional standards under the proposed SFCR to respond to consumer and industry demands for enhanced flexibility to facilitate product innovation.

More changes are ahead. Stay connected through the CFIA, this publication, online newsletters and your business networks to receive the latest news and updates on the proposed SFCR and follow-up consultations. ●

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Suzanne Sabourin, B.A., M.A., LL.B, is associate counsel with the Food & Beverage Group of Gowling WLG. Previously, she was director of Legal and Regulatory Affairs for the Canadian Meat Council. Contact her at Suzanne.Sabourin@gowlingwlg.com. Ron Doering returns next month.



## 20 years of writing for Food in Canada – Part I

Gary Gnirss



It's hard to believe that it has been 20 years since I first wrote for *Food in Canada*. There have been many regulatory developments since then, providing ample subject matter to cover. The very first article I wrote was about the new Canadian Food Inspection Agency (CFIA), which had just been created in April 1997. That was big news back then, and represented a major shift in how the federal government was conducting its inspection business.

The creation of the CFIA consolidated food and agriculture activities of various federal departments governing and inspecting manufactured food, agricultural, fish and meat products. This was the first big step towards the consolidation of federal food regulations which is now underway in part with the creation of the *Safe Food for Canadians Act and Regulations* (SFCA&R).

Technology, food labelling and women in the industry are among the major influences that have shaped the past 20 years. Back in 1997, advances in technology were optimistically aimed at simplifying our compliance tasks, affording us quality time to better manage compliance. In truth, it has made our efforts more challenging. The easier it is to record, store and share data, the more we do, and ultimately the more we must review and maintain. Software has replaced some tedious tasks, but as a result we are now working with more information in less time.

The time frame for bringing foods to market has also shrunk considerably, while compliance demands have increased.

Regulatory compliance is involved from the beginning concepts to the finished product. Tasks that had a window of a week or more to complete are now measured in days. Communications have also evolved, and it's now a challenge to escape the continuous stream of information. Finding blocks of quality time to get to the heart of understanding compliance concerns and their solutions is precious.

In 1997 having access to electronic copies of legislation, *Canada Gazettes* and the *Guide to Food Labelling and Advertising* was revolutionary. Overall, technology has enhanced our compliance capabilities. The bigger challenge now is to use technology more effectively in assuring compliance.

The face of food labelling has undergone some significant transitions as well. In 1997, mandatory allergen labelling and nutrition labelling were works in progress. Canada introduced mandatory nutrition labelling in 2002, and phased that in by 2007. The Canadian nutrition facts table (NFt) is now an iconic feature on a consumer labelled food. Allergen labelling came into effect in 2011 and was phased in by 2012. These amendments involve significant considerations “beneath a label,” as they require the development of processes, information systems and compliance verification methods. While technology has helped manage this, it creates more compliance considerations for industry and CFIA regulatory professionals. Newer regulations also now tend to be more technically demanding and prescriptive. Mandatory

nutrition labelling in 2002 set the stage for that — not only do the regulations dictate what information must be included on a label, they are also prescriptive in the detail of how that information is to be presented. Amendments to ingredient labelling in 2016 have followed this trend, and new regulations prescribe precisely how the information is to be presented. There are fewer stylistic options available today than in 1997. The more details to look at, the greater potential for non-compliance.

Based on my observations from working with many companies, government and in teaching, the proportion of women fulfilling technical roles in the food industry has increased dramatically. Women now dominate many interdisciplinary technical roles such as product development, nutrition, quality assurance and regulatory compliance. The influence of women on food legislation over the past 100 years in Canada is fascinating and significant. The reason Canada has margarine for example, a food that used to be banned, is predominantly related to women in Canada advocating greater consumer choices. Competency in these technical roles involves individuals not afraid to ask questions, and who have the patience to recruit and analyze the facts. Women in industry and government will no doubt have an even larger voice in the future. ●

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Gary Gnirss is a partner and president of Legal Suites Inc., specializing in regulatory software and services. Contact him at [president@legalsuites.com](mailto:president@legalsuites.com)

# 2017 GRANT THORNTON EXECUTIVE FORUM

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Partner, Grant Thornton LLP



**HALIFAX FORUM:**  
**Ryan Power**  
Partner, Grant Thornton LLP

## Taking Canadian food and beverage into new markets

**W**ith Canada continuing to produce some of the world's most exciting food and beverage concepts and companies, we felt the industry would benefit from a group discussion on how businesses are approaching and achieving growth by entering new markets. To that end, Grant Thornton joined with *Food in Canada* to host four executive forums — in Langley, BC; Edmonton; Toronto; and Halifax — where small groups of entrepreneurs exchanged ideas about the challenges and opportunities of entering new geographic markets.

Across the nation, food and beverage executives agreed that Canadian companies are well-poised for expansion. The country's products are known for good quality and safety, allowing companies to leverage the "Made in Canada" advantage. This is true not only in familiar markets like the U.S., but in farther regions as well. Japan, for instance, is now emerging as a prime location for expansion. Although it is highly regulated, the country's consumers are willing to pay for quality, allowing companies to reduce product commoditization.

Yet, pitfalls exist. Companies that have forayed into foreign markets typically agree that it's important to avoid growing simply for the sake of growth. Too rapid expansion can compromise quality and push up costs.

Given the potential obstacles, food and beverage companies looking to expand must lay the groundwork for success. This starts by doing your homework. Every region has different cost pressures, government regulations, taxes, duties, food safety rules and more. Before expanding into new markets, operators must understand prevailing labour conditions, consumer tastes, local buying habits and sources of competition. To gear products, packaging and portion sizes to



photo: Stephen Ferris



photo: Grant Thornton LLP

local tastes, it can help to visit key locations and look at what's on retail shelves.

It's also important to find reliable "boots on the ground." There is no substitute for local knowledge, especially where cultures and languages differ. That's why it can make sense to work with local brokers and distributors, hire local sales representatives, work with local chambers of commerce and/or attend in-person meetings to cultivate effective partnerships and build key relationships.

Executive forum participants also agreed that the government has a role to play. In addition to providing access to capital and fostering innovation, it can help negotiate with foreign governments for greater market access. Trade agreements can play a crucial role.

Above all, growth requires the right mindset. With patience, preparation and persistence, Canadian companies have a great opportunity to turn growth aspirations into business reality.



**Jim Menzies, National leader,**  
Food and Beverage practice  
Grant Thornton LLP





Text by: Carolyn Cooper

## Why growth?

With the proper preparation and a good amount of patience, growth opportunities abound for Canadian food and beverage companies

Business success is inevitably tied to growth. As a business owner you naturally want to sell more of your products and reach more consumers. And at a certain point in the life of all companies, expansion opportunities will arise. For food and beverage businesses in Canada, growth opportunities often involve entering new markets, whether that means across Canada or around the world.

But expanding your operations or your distribution network just because you can isn't always the best option, and can ultimately bring more challenges than benefits. Growth which is too quick, or which is unsustainable, can also result in disappointment — for you, your employees, suppliers, distributors and the customers who support you. That's why having a strategy for manageable growth is crucial. It's also what will ensure you have the financing, products and people in place to seize those opportunities when they present themselves.

Entomo Farms, based in Norwood, Ont., has grown tremendously since 2014, when it became North America's first human-grade insect farm. According to president Jarrod Goldin, his brothers, Darren and Ryan, had been farming insects for the reptile industry for years before. It was only after the Food and Agriculture Organization of the United Nations' white paper *Edible Insects: future prospects for food and feed security* was released in 2013 that the three entrepreneurs realized the potential to expand the business to producing cricket powder. "When this article came out it basically fuelled the fire — it created a platform



photo: Stephen Ferrite

**JARROD GOLDIN, president**  
**Entomo Farms**  
[www.entomofarms.com](http://www.entomofarms.com)  
**HQ: Norwood, Ont.**  
**Est.: 2014**

**PRODUCTS:** Insect powders, roasted seasoned insects, insect pet food.


**MARKETS:** U.S., Canada, E.U., Australia, New Zealand, South Africa, Japan, South America, South Korea.

*“We are looking forward to a launch with Loblaw for our retail powder under the PC brand, growing our ingredient business for human and pet food, and increasing awareness and strategic partnerships.”*

for the opportunity for the industry to explode,” says Goldin. The company is now one of the world's largest insect protein providers. “Growth has been explosive; the uptake has been fantastic and unexpected,” he says, adding that they have demand from around the world.

Goldin notes that the company's rapid growth still has some limits — a reminder that the infrastructure for growth must be in place for it to be maintainable. But, he says, “With anticipated higher demand we're excited to see the industrialization that engineers can bring to our industry enabling scale to occur.”

At the same time, part of any strategic plan is knowing when to say no. “We look at our growth to be where it's going to work for us. We're not going to take business just for the sake of having business. It's got to have profitability to it,” says Glenn Canuel, →



**TOM PHILLIPS, general manager**  
**Berryhill Foods Inc.**  
[www.berryhillfoods.com](http://www.berryhillfoods.com)  
**Abbotsford, BC**  
**Est.: 1994**

**PRODUCTS:** Cultivated blueberries, red raspberries.

**MARKETS:** Canada, U.S., Japan, Korea, Australia. Developing markets in other Asian countries.

*“We are managing growth, slow and steady, working with our growers, investing in people, equipment, new technology, systems, training, cold storage and building on our customer base. Berryhill Foods strives to supply the highest quality raspberries and blueberries at competitive pricing.”*



CEO of Canuel Caterers/dba Canwell Enterprises Ltd. based in Surrey, BC. The company provides meals to roughly 24,000 people each day in more than 55 locations in the province, but Canuel says issues like staffing in new locations can often make growth unprofitable. “Expand for the right reasons,” he says, “and have the support mechanism in place.”

For Berryhill Foods Inc., an industrial processor of raspberries and blueberries, being able to offer a consistent supply of safe, high-quality fruit has enabled the Abbotsford, BC-based company to ship to markets around the world through partnering with high-volume customers. “Our customer base is not lengthy. And the customers we deal with are demanding — they have their brands to protect. So we’ve tried to build our business around being a safe place they can buy their fruit to protect their brand,” says general manager Tom Phillips. “But to create a company and keep it online and meet the standards that we do, continual growth can be a problem,” he warns. “We’ve had to stop and slow down and make sure that we continue to do the job that we said we would to our customers and to our growers, and treat our employees fairly — all the things that make our company successful.”

Most crucially, says Phillips, remember that there is no such thing as an overnight success. “The food industry is a business of patience. It’s not a get-rich-quick thing. It takes many, many years to develop relationships and build your business and see a return,” he says. “My bottom line is be patient, be in it for the long haul. It’s slow and steady growth that you can manage that wins the battle.”

## Where will you grow?

Canadian companies have the world at their doorstep. With our first-class food safety system and our positive global image, made-in-Canada food and drinks are considered top-quality, value-added products, often commanding a higher price tag.

Those factors have been an advantage for Canadian businesses entering markets with high quality standards, where consumers want unique value-added products. “I’ve found the Japanese market to be very highly regulated, not in a bad way, just very detailed,” says Kirk Homenick, president of Surrey, BC-based Naturally Homegrown Foods, producers of handcrafted-style chips. “When you have all your ducks in a row and you do that work you do attract that premium customer, and the Japanese market can be tremendous for you.”

According to Tom Phillips, Berryhill Foods sends “15 or 20 per cent of our volume” to Japan. “Doing business in Japan has probably put us a little ahead in the domestic market,” says Phillips, agreeing that the country’s strict quality standards have actually helped the company grow. “Now the domestic markets are catching up in the food safety aspects of the business, but Japan’s been requesting these types of things since we started. So they kind of pushed us forward — it’s a very important market for us.”

China, with its emergent middle class, is still a lucrative market for Canadian goods, but only if you’re interested in competing on price. “China’s difficult — they’re a low-price buyer and we face trade barriers such as duties and tariffs,” says Phillips. Peter Swim, president of Clark’s Harbour, NS-based Simply Fresh Seafoods, agrees that China can be a tough market to crack, particularly for high-value products like lobster. “Everyone that I compete with is focused on China right now. But I don’t send any products to China because it’s so competitive, and it’s really a commodity,” notes Swim. “It’s driven by very tight margins. I look for a customer that has, for lack of a better word, a high-end selling chain.”

At the same time, China can offer significant high-volume orders, but often with some conditions. “The challenge with that is on the strength of price point and volume, and hitting demand on one item, they do sort of throw a curve ball at you and say, ‘Well, we actually need the product to be like this, to formulate it this way, package it this way,’” says John Marineo, general manager of Sherwood Park, Alta.-based Arctic Chiller, which supplies custom-labelled bottled water



**GLENN CANUEL, CEO**  
Canuel Caterers, dba  
Canwell Enterprises Ltd.  
[www.canuelcaterers.ca](http://www.canuelcaterers.ca)  
Surrey, BC  
Est.: 1993

**PRODUCTS:** Foodservice company contracted to provide daily foodservice to schools, government, sports complexes and corporate head offices.

**MARKETS:** More than 55 locations in BC.

*“We grow when and where we are able to see a profitable opportunity. We do not grow just to have a new location. We have a P & L model and a check-and-balance procedure. We look at how difficult it will be to staff, whether there are competing food sales and where they are located. We do a background check on the company we are going to partner with. Our growth comes from bids, word of mouth and good old pounding the pavement.”*



across Canada, the U.S. and China. “So we’re conscious of that to make sure we don’t re-invent our own model, which has been successful and has been driving growth all these years. And a lot of it has to do with understanding the market, understanding your limitations, and doing some research ahead of time.”

With its vast market of consumers, higher profit margins can often be found south of the border, and many Canadian food and beverage manufacturers look to the U.S. as a natural expansion opportunity. “We have extremely high freight costs, and it tends to be that the further you go, the more inefficient you are or the less competitive that you can be,” says Homenick. For that reason, the entrepreneur says, the company began its growth in the local market and the Prairies, eventually “getting into the U.S. market, focusing on the I5 corridor predominantly.” Homenick notes that despite our similarities the U.S. is a very different market. For instance, each state has its own regulations, as well as its own value chains. “What we found in the early days was that even if some of the retail players were exactly the same, they behaved very differently,” he says. “The market dynamics were quite significantly different.”

Dan Beach, co-founder and CEO of Whitby, Ont.-based Aware Beverages Inc./Social Lite Vodka, says the company is planning to be in the U.S. by next year. He agrees that the U.S. can be complex to navigate. “There are a lot of legal aspects to it, a lot of control, especially in the U.S., where it’s a three-tier system for alcohol. So finding the right mix of the best partners is more challenging.” In addition to the volumes expected being much larger in the U.S., Beach says each state has different tax rates on alcohol which adds to the difficulty of the American market. “In most states, tax on beer is incredibly low...but if you’re a spirits-based product you’re taxed higher and in some cases it’s based on liquid volume not percentage of alcohol, so we could be taxed at the same level as a case of Johnny Walker. So we have to prove that it will work in one market, and then be able to expand.”



**KIRK HOMENICK, president**  
Naturally Homegrown Foods Ltd.  
[www.hardbitechips.com](http://www.hardbitechips.com)  
Surrey, BC  
Est.: 2001

**PRODUCTS:** Hardbite handcrafted-style chips.

**MARKETS:** Canada, U.S., Japan, Taiwan, Hong Kong, Singapore, Philippines

*“We see our company growing through regional distribution expansion (key in Canada and the U.S.), as well as through the launch of new and innovative products.”*

Beach notes that a future option may be to work with an American co-packer, or to establish a manufacturing facility in the U.S. “With the exchange rate it becomes a little more challenging,” he says. “We have created a U.S. subsidiary as well, so we’re in a position to do that. But at this point it’s easier for us to push more in Canada.” The company currently sells its sugarless craft cocktail Social Lite Vodka in Ontario, Alberta and BC.

Ultimately, deciding which new markets you will enter means being prepared with as much information on that market as possible. And that includes visiting that market, talking to local retailers and consumers, and determining where your challenges will lie. “Do your homework — learn about that market, build a plan and hold your team and yourself accountable to it,” says Homenick.

Doing your homework means investigating everything from consumer eating habits, to ensuring the infrastructure is adequate to support foreign locations. For Sherwood Park, Alta.-based NutraPonics Canada Corporation, having a list of go/no go criteria is essential before entering any new market. “One thing that’s really important is establishing what the buying habits are of that locale. What’s the appetite in that market, and what is the price point?” says director and CEO Tanner Stewart. “From there we have to look at all of our costs of goods sold, and electricity and labour are our number-one issues because we’re deploying entire businesses in these regions. On the other end of the spectrum, one of our main criteria for going could absolutely be driven purely off of food security and the local labour initiative.”



**TANNER STEWART, director & CEO**  
NutraPonics Canada Corporation  
[www.nutraponics.ca](http://www.nutraponics.ca)  
Sherwood Park, Alta.  
Est.: 2010

**PRODUCTS:** Natural food crop production technology

**MARKETS:** We are running the largest Indoor Vertical Aquaponics Farm in Canada.

*“I see our company growing alongside the demand for high-quality sustainable food produced without pesticides or herbicides. This is a global trend not unique to North America. Our philosophy to growth is to ensure our clients’ success above all else. We do this by focusing on the quality of our technology.”*



## Moving your goods

You've targeted a market and are ready to start shipping. But now the hard part begins, starting with logistics. One of the crucial questions you have to ask yourself is how will you move your goods, and with whose help?

Beyond the challenge of high freight and other transportation costs, one of the most challenging aspects of market expansion involves navigating that market. Without boots on the ground, so to speak, your products may languish. A local company will help you with the supply chain and distribution issues, as well as with any labour, language and cultural challenges.

"Work with somebody local," advises Jarrod Goldin. "You need local champions, people who understand the atmosphere and the landscape of that particular market. That's our approach. Don't try to bully your way in there."

Gord DeJong, vice-president of Edmonton-based Siwin Foods, agrees that maintaining a local partner is often the smartest move. "In Western Canada we've touched pretty much every retailer out there, so in order to grow our business we have no choice but to look for new markets." But, he says, "we haven't had a lot of success with brokers. A lot of times they just seem to be taking on so many products that they can't really focus on your item."

On the other hand, says DeJong, local partners with an



**PETER SWIM, president**  
Simply Fresh Seafoods Inc.  
[www.sfseafood.com](http://www.sfseafood.com)  
Clark's Harbour, NS  
Est.: 1896

**PRODUCTS:** Lobsters, sushi-grade bluefin, BigEye tuna and halibut

**MARKETS:** Kuwait, Dubai, Saudi Arabia, Kuala Lumpur, Japan, U.K., U.S.

*“We look for the customer who really wants something that's deliverable 52 weeks a year, and can pay a little bit more for it, and who wants a long-term relationship with a direct supplier.”*

### BEFORE YOU GO

**Does your food or beverage product need to be customized to suit local tastes, shopping habits or regulations? Some things to consider include:**

- > Does your package size need to be altered?
- > Are there nutrition labelling regulations you must meet?
- > Does your labelling (including ingredients, nutrition, marketing messages and company information) need to be changed to suit the market?
- > Do you use GMOs or other potentially controversial ingredients?
- > Are there language or cultural barriers you need to consider before launching your product?
- > If you have to compete on price, can you make adjustments to your product?
- > If there are already competitors in that market, how do you differentiate your products?

emotional attachment to the product can be a huge advantage. "Develop a tight relationship with that partner so that you really understand them well, and ensure that they're going to get behind your product and help make it a success," he advises.

Dan Beach agrees: "You have to do the research, but you also have to go and meet them," he says. "As crazy as it is with all the technology, it's still important for us to physically be there, meet the salespeople in the field, and understand what they're about, what motivates them. And you have to have ongoing communication. It's important for us to understand what's happening in our different markets."

Partnerships are also at the core of expansion for Arctic Chiller. "You have to have a very solid relationship and a trust between you so that you're both going in the same direction," says John Marineo of local partners. "I'd also encourage people to take a look at every opportunity that comes to them. And if you're working with a network or dealer that you're not getting a good feeling about, don't be afraid to cut bait and look for another one." Marineo also advises against offering exclusivity to local partners. "A lot of people ask for that right out of the gate. I can understand where they're coming from, but the reality is that if you are on an exclusive arrangement you are very limited if that network does not produce anything."





**JOHN MARINEO, general manager**

Arctic Chiller  
[www.arcticchiller.com](http://www.arcticchiller.com)  
Sherwood Park, Alta.  
Est.: 1996

**PRODUCTS:** Custom-labelled bottled water.

**MARKETS:** Canada, U.S., China.



*“Growth is accomplished by taking on a leadership role within the industry, in new and emerging markets where ample opportunities exist. Controlled growth is essential to the financial health of our company and the viability of long-term success. Category leadership through total focus on product quality, personalized customer service and innovative packaging/design.”*

Although Simply Fresh Seafoods has grown “almost exponentially” in the past five years, and now has a facility that holds a million pounds of lobster, Peter Swim says the family business is “limited in our expansion because we have a live product. A concern for us is getting our lobsters live to the customer in a very timely fashion.” For that reason Swim says new markets must be accessible daily by air, with a guarantee of good ground logistics.

One solution, says Swim, has been to establish partnerships with clients in new markets — beginning with a restaurant chain in London, England — which are able to build a centralized holding facility. Swim believes this model, which emphasizes lobster’s position as a premium product rather than a commodity, would also help the Canadian seafood industry grow. “We’re always fighting over getting the product and then underselling it. If there were more people focusing on, say providing a good service to a more limited amount of customers, it would probably work out better.”

Establishing your own centralized distribution system can also be a solution when expanding into new regions. It’s been a success for Canuel Caterers, which eventually created its own distribution company, Branded Distribution, to help with logistics and expenses. “It’s worked well for us,” says Glenn Canuel. “It’s enabled us to lower our costs, and to be very competitive in the market.

## Help wanted

You’ve worked hard to build your good reputation, so why risk it by expanding your business without adequate funding? Yet a lot of companies do, leaving them open to unfulfilled orders and broken contracts.

While banks are traditionally more risk-averse when it comes to the food and beverage industry, venture capital seems to be becoming more accessible in recent years, particularly for innovative products that meet consumer demand for features such as high nutrition, alternative protein, animal welfare, organic ingredients and/or environmental sustainability.

Federal programs like SRED (the Canadian Scientific Research and Experimental Development Tax Incentive Program) can also be invaluable. The Business Development Bank of Canada supports many food and beverage entrepreneurs as well, and may be more willing to take risk than some banks.

“We assess every opportunity or every grant or government potential support mechanism that there might be,” says Tanner Stewart. “We also try to lean into the government infrastructure as well. Sometimes the government is trying to lead you to market. So I think a lot of it is keeping your ↗



photo: Stephen Ferris

**DAN BEACH, co-founder & CEO**  
Aware Beverages Inc.,  
Social Lite Vodka  
[www.sociallitevodka.com](http://www.sociallitevodka.com)  
Whitby, Ont.  
Est.: 2014

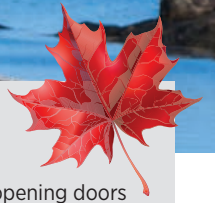
**PRODUCTS:** Craft cocktails.

**MARKETS:** Ontario, BC, Alberta.

*“We see our company’s geographic growth in the short term in Canada and the U.S., and our longer-term growth is in Europe and Asia. Our philosophy on growth is to test and expand. We run pilot programs to test our drink in a market before we expand.”*



photo: onepony/thinkstock



## Branding Canada

The Canadian “brand” goes a long way toward opening doors to international markets, especially for food and beverage products that link to Canada’s reputation for clean water, high food safety standards, and premium goods.

Gord DeJong notes that a lot of countries, including Japan, China and South Korea, regard Canadian food and beverage products as being superior in terms of safety and quality, “so it’s important to highlight products as coming from Canada. We have a lot of benefits with our products in these countries,” he says, adding, in reference to Siwin’s entry into Eastern Canada, “people in Canada also want to buy Canadian products.”

Regional signifiers are now being used more often, as customers learn more about food production and origin. “Anybody that wants a quality product really does know where lobsters are caught, where they are better quality,” points out Peter Swim. “So we’re lucky that we can brand Nova Scotia, and I do, because they’re the better quality. Atlantic Canadian businesses should be much more focused on finding a way to brand.”

Hardbite Chips are marketed with a West Coast vibe, which made it important to brand as a product of BC when the company entered the Pacific northwest states. “When we went into the U.S. market we were very proud to promote that outdoor lifestyle element of British Columbia,” recalls Kirk Homenick. “And we took that a step further and created the Cascadia aura around our brand. So in the U.S. the product is actually branded with a Cascadia flag, which you see in Oregon, Washington and BC.”

Sir Richard Branson has been quoted as saying “Business opportunities are like buses, there’s always another one coming.” If they’re prepared to meet those opportunities with the right strategy and research, Canadian food and beverage producers have the potential to take on the world. “There really is no other country like Canada,” muses Tanner Stewart. “We’re one of the smallest, wealthiest nations in the world. We have a limitless amount of space, we have a lot of fresh water, we have a lot of agriculture science and technology under our belts. We know how to produce a lot of things, and we have a lot of social capital on a global scale. So to me that means we have lots of market access,” he says. “I’m sure there are very few places around the world that we can’t do business in or where we wouldn’t be welcomed. We really need to become aggressive in the food industry, on an international scale, and be very proud of what we have to offer.”

eyes and ears open to these opportunities and communicating with government officials.”

“We’ve had some very good support from the government, but when it comes to selling directly to the end consumer, there isn’t much of a discussion, the parameters are just not in place to support that model,” says Dan Beach about the many regulations that prevent the company from selling directly to the end customer, and which initially kept them out of the Ontario market. “The response is ‘Those are the laws, those are the restrictions.’ But we are a product that is challenging the status quo and the traditional model will need to evolve since it doesn’t make sense for our product — we’re not a 40-per-cent alcohol product. So the mindset and supporting regulations just take time. It’s frustrating to have to deal with that when you’re in a fast-moving industry.”

Trade missions can also open doors. “I’ve been on a lot of trade missions with the government — they’re a great opportunity to learn about the country and what the consumers’ habits are,” says Gord DeJong. “The nice thing about getting involved in these trade missions is meeting the officers that have taken up shop in those countries. They have a lot of very important information that companies like us can use. They’re living there, they understand the market.” In fact, he says, the company only realized the market opportunities available in the Philippines for Siwin’s value-added meat products after a meeting with a Canadian trade officer living in the country.

And don’t forget the importance of industry associations or support networks. “We usually travel to Asia once a year, and we go to trade shows with some of the associations that we’re joined with, like the North American Blueberry Council, the Raspberry Association and the BC Blueberry Council,” says Tom Phillips. 🍓



**GORD DEJONG, vice-president**  
Siwin Foods  
[www.siwinfoods.com](http://www.siwinfoods.com)  
Edmonton  
Est.: 2004

**PRODUCTS:** Pot stickers, dumplings, ring sausages, smokies, Longanisa/Tosino, stir-fry sizzlers.

**MARKETS:** Canada, Japan

“We have experienced 100-per-cent growth over the first 10 months of this fiscal year. We are expecting our growth trend to continue, through expanding our presence in Eastern Canada and new export opportunities.”



## Black garlic — the sweeter, softer side of fresh garlic

*Deanna Rosolen*

**b**lack garlic, you minx, you are difficult to pin down. Are you fermented? Are you a superfood? Are you an ancient Asian delicacy, or a modern creation? There's no shortage of stories out there on all sorts of details, making it tricky to sift out the truth.

Even Al Picketts, farmer and owner of Eureka Garlic in PEI — and one of Canada's garlic gurus — finds it hard to say how long black garlic has been around. "Depending on what you read, it could be 30 years to 300 years to 3,000 years," he says.

One thing is certain, those who make black garlic and those who use it can't say enough about the taste.

### What is it?

Contrary to many media reports, black garlic is not fermented. "You're actually cooking garlic at a really low temperature and high humidity so that it doesn't dry out," says Jonny Hunter, a U.S.-based chef and co-founder of Underground Food Collective in Madison, Wis. The process can take anywhere from 10 to 40 days.

Brian Han, operating manager at Hayward, Calif.-based Black Garlic Inc., says the company, which is credited with introducing black garlic to North America in 2008, uses a patented machine created by owner Scott Kim. In the mid-2000s, Kim was in Korea studying ginseng and saw a machine turning raw ginseng into red ginseng, a much more palatable version. Han describes it as fast-paced aging. "[Kim] figured why don't we look into garlic,"



says Han. "Raw garlic can be bitter and spicy. [Kim] thought he could turn it into a more consumable product."

Picketts fashioned a refrigerator into a specialized oven to make his black garlic, which takes about 23 days. He sells the bulbs across Canada. But if you try to make black garlic in a conventional oven, says Picketts, "you're only going to have ashes before you're done."

Like many people, Stuart Kirton, culinary instructor for Continuing Education at the Southern Alberta Institute of Technology in Calgary, says he uses a rice cooker to make black garlic. At the lowest setting it takes about two weeks. Picketts, Hunter, Han and

Kirton talk about the concentration of antioxidants in black garlic and how it's rich in amino acids. It's thought to help prevent cancer, but they all prefer not to make any claims.

### How do we eat it?

According to Kirton, black garlic tastes like tamarind or molasses, but not as sweet. Picketts says it's like "balsamic vinegar, licorice, chocolate, prunes, dates — all rolled together. One thing it doesn't taste like is garlic."

Hunter also notes that the process removes the pungency of fresh garlic, so "What you have is a really delicious caramelization... You get a rich savoury-sweet ingredient." And black garlic won't leave you with garlic breath.

Despite its reputation, Han laughs when asked how black garlic can be used. "Our typical answer is, 'well, you tell us.'" It's no surprise that he may be stumped for an answer. Black garlic can't be used instead of fresh garlic in recipes. "It's a completely different flavour profile," says Kirton. "It would be like adding tamarind to your carbonara, or dates to your Caesar salad."

But as an ingredient, adds Kirton, it is excellent. He's used it in sauces with lamb and game meats; he's made black garlic vichyssoise for a roasted cauliflower vegetarian entrée; and he's also glazed kohlrabi with it. Hunter says one of his popular dishes is fried mushrooms with black garlic. He's also made black garlic macarons and ice cream. Black garlic has also been used in mayonnaise, cream cheese, goat cheese, salami, ketchup and beer. ●

TOP

100

Canadian food &  
beverage processors

| COMPANY                                   | 2016 SALES (\$000S) | 2015 SALES (\$000S) | 2015-2016 SALES GROWTH | EXPORTS AS % OF SALES    | EMPLOYEES                   |
|-------------------------------------------|---------------------|---------------------|------------------------|--------------------------|-----------------------------|
| 1. Kraft Heinz Canada ULC                 | 12,119,360 E        | 8,975,323 E         | 35%                    | –                        | 4,656 E                     |
| 2. Saputo Inc. *                          | 10,991,500          | 10,657,712          | 3%                     | –                        | 12,500 approx.              |
| 3. McCain Foods Limited                   | 8,524,000           | 7,787,000           | 9%                     | N/A                      | 17,000                      |
| 4. La Coop fédérée                        | 6,335,219           | 5,991,969           | 6%                     | 20%                      | 12,541                      |
| 5. Molson Coors Canada                    | 6,137,928 E         | 4,499,985 E         | 36%                    | –                        | 3,100 (Canada)              |
| 6. Agropur Co-operative *                 | 5,952,187           | 5,874,931           | 1%                     | –                        | 8,000                       |
| 7. Cott Corporation *                     | 4,054,259           | 3,808,653           | 6%                     | –                        | 14,200+                     |
| 8. Maple Leaf Foods *                     | 3,332,000           | 3,293,000           | 1%                     | –                        | 11,000 approx.              |
| 9. Nestlé Canada Inc.                     | 2,400,000           | 2,300,000           | 4%                     | 3%                       | 3,500 approx.               |
| 10. George Weston Limited *               | 2,268,000           | 2,144,000           | 6%                     | –                        | 200,000+                    |
| 11. Kellogg Canada Inc.                   | 2,203,119 E         | 2,231,085 E         | -1%                    | –                        | 850 E                       |
| 12. AGT Food and Ingredients Inc.         | 1,970,000           | 1,700,000           | 16%                    | 95%                      | 600 Canada, 2,000 worldwide |
| 13. Premium Brands Holdings Corporation * | 1,857,500           | 1,484,577           | 25%                    | –                        | 3,000 approx.               |
| 14. SunOpta Inc.                          | 1,784,222           | 1,464,366           | 22%                    | 98% (non-Canadian sales) | 2,000                       |
| 15. Lassonde Industries Inc.              | 1,509,505           | 1,449,287           | 4%                     | <10%                     | 2,100                       |
| 16. Pepsico Canada ULC                    | 1,369,170 E         | 1,275,062 E         | 7%                     | –                        | 4,000 E                     |
| 17. High Liner Foods Incorporated *       | 1,199,991           | 1,313,410           | -8%                    | –                        | 1,293                       |
| 18. Coca-Cola Refreshments Canada Company | 928,807 E           | 918,787 E           | 1%                     | –                        | 5,600 E                     |
| 19. Export Packers Company Limited        | 885,393 E           | 904,000             | -2%                    | –                        | 190                         |
| 20. Maple Lodge Farms Ltd.                | 719,189 E           | 720,905 E           | 0                      | –                        | 2,900 approx.               |
| 21. Gay Lea Foods Co-operative Limited    | 715,000             | 664,000             | 8%                     | 9%                       | 950                         |
| 22. Weetabix of Canada Limited            | 672,910 E           | 681,542 E           | -1%                    | –                        | 260 E                       |
| 23. Exceldor Cooperative Avicole          | 625,000             | 689,348             | -9%                    | 5%                       | 2,225                       |
| 24. Sunrise Farms                         | 619,000             | 601,000             | 3%                     | 3%                       | 2,100                       |
| 25. Clearwater Seafoods Limited *         | 611,551             | 504,945             | 21%                    | –                        | 1,900 +                     |
| 26. Post Foods Canada Corp.               | 582,408 E           | 589,801 E           | -1%                    | –                        | 225 E                       |
| 27. Rogers Sugar Inc. *                   | 564,411             | 541,545             | 4%                     | –                        | 550 E                       |
| 28. Unilever Canada Inc.                  | 460,041 E           | 455,245 E           | 1%                     | –                        | 3,400 E                     |
| 29. Biscuits Leclerc Ltd.                 | 437,000             | 373,000             | 17%                    | 31%                      | 950                         |

The Top 100 is not an all-inclusive list. This year's list includes figures from Dun & Bradstreet Inc., from some of the companies directly and, where available, from company annual reports. For figures reported in U.S. dollars, we used BankofCanada.ca to convert them to Canadian currency. **Please contact Dun & Bradstreet with questions regarding their figures and methodology. W: [www.dnb.ca](http://www.dnb.ca) E: [customercarecan@dnb.com](mailto:customercarecan@dnb.com) T: (800) 463-6362** If you would like to be considered for next year's Top 100, please contact Deanna Rosolen at [drosolen@foodincanada.com](mailto:drosolen@foodincanada.com).

\* = Annual Report  
E = Estimate

| WEBSITE                                                                          | TOP BRANDS                                                                                                               | OWNERSHIP                        | MAJOR SHAREHOLDER                                                |
|----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|----------------------------------|------------------------------------------------------------------|
| <a href="http://www.kraftcanada.com">www.kraftcanada.com</a>                     | Kraft, Heinz, Baker's, Cracker Barrel, Nabob, Crystal Light, MiO, Maxwell-House, Certo, Jell-O, Cool-Whip, Ptit-Quebec   | Private                          | Heinz Finance (Luxembourg) SARL                                  |
| <a href="http://www.saputo.com">www.saputo.com</a>                               | Saputo, Trutaste, Dairy oh!, Milk2Go/Lait's Go, Dairyland, Neilson, Alexis de Portneuf, Armstrong, DairyStar             | Public                           | Gestion Jolina Inc.                                              |
| <a href="http://www.mccain.ca">www.mccain.ca</a>                                 | McCain Superfries, Pizza Pockets                                                                                         | Private                          | McCain Family                                                    |
| <a href="http://www.lacoop.coop">www.lacoop.coop</a>                             | Pork and poultry meat, farm products                                                                                     | Private                          | 109 co-operatives                                                |
| <a href="http://www.molsoncoorscanada.com">www.molsoncoorscanada.com</a>         | Canadian, Export, Coors Light, Molson Dry, Rickard's                                                                     | Private                          | Molson Coors Brewing Co.                                         |
| <a href="http://www.agropur.com">www.agropur.com</a>                             | Natrel, Québon, Sealtest, Oka, Island Farms, Agropur Signature, Agropur Grand Cheddar, Farmers, Olympic, Damafro         |                                  | 3,400 co-op members                                              |
| <a href="http://www.cott.com">www.cott.com</a>                                   | Cott, Vess, Vintage, Red Rain, RC, Stars & Stripes, So Clear                                                             | Public                           |                                                                  |
| <a href="http://www.mapleleaf.ca">www.mapleleaf.ca</a>                           | Maple Leaf, Prime, Schneiders, Schneiders Country Naturals, Natural Selections, Mina Zabeha by Hand                      | Public                           | McCain Capital Corporation, West Face Capital                    |
| <a href="http://www.nestle.ca">www.nestle.ca</a>                                 | Lean Cuisine, Stouffer's, Delissio, Nescafé, Nesquik, Häagen-Dazs, Gerber, Powerbar, Kit Kat, Aero, Coffee Crisp, Purina | Private subsidiary of public co. | Nestlé S.A.                                                      |
| <a href="http://www.weston.ca">www.weston.ca</a>                                 | Weston, Wonder, D'Italiano, Country Harvest, Gadoua, ACE Bakery, Ready Bake, Maplehurst, Interbake Foods                 | Public                           |                                                                  |
| <a href="http://www.kellogg.ca">www.kellogg.ca</a>                               | All-Bran, Pop-Tarts, Special K, Eggo, Rice Krispies                                                                      | Private                          | Kellogg Company                                                  |
| <a href="http://www.alliancegrain.com">www.alliancegrain.com</a>                 | CLIC, Arbella, Saskcan, Arbel                                                                                            | Public                           | Murad Al-Katib, widely held                                      |
| <a href="http://www.premiumbrandsholdings.com">www.premiumbrandsholdings.com</a> | Harvest Meats, Creekside, Harlan's, Hempler's, Hygaard                                                                   | Public                           |                                                                  |
| <a href="http://www.sunopta.com">www.sunopta.com</a>                             | Private label                                                                                                            | Public                           | Oaktree Capital Management L.P., Tourbillon Capital Partner L.P. |
| <a href="http://www.lassonde.com">www.lassonde.com</a>                           | Oasis, Fruite, Allen's, Rougemont, Fairlee, Everfresh, McCain                                                            | Public                           | Pierre-Paul Lassonde                                             |
| <a href="http://www.pepsico.ca">www.pepsico.ca</a>                               | Pepsi, Frito Lay Canada, Quaker, Topicana, Gatorade                                                                      | Private subsidiary of public co. | PepsiCo                                                          |
| <a href="http://www.highlinerfoods.com">www.highlinerfoods.com</a>               | High Liner, Fisher Boy, Sea Cuisine, C. Wirthy & Co                                                                      | Public                           |                                                                  |
| <a href="http://www.coca-cola.ca">www.coca-cola.ca</a>                           | Coca-Cola, Nestea, Minute Maid, Dasani                                                                                   | Private subsidiary of public co. | The Coca-Cola Company                                            |
| <a href="http://www.exportpackers.com">www.exportpackers.com</a>                 | Ocean Jewel                                                                                                              | Private                          | Rubenstein Family                                                |
| <a href="http://www.maplelodgefarms.com">www.maplelodgefarms.com</a>             | Chicken bacon, deli meats, frozen boxed meats, Zabiha Halal                                                              | Private                          | Family owned                                                     |
| <a href="http://www.gayleafoods.com">www.gayleafoods.com</a>                     | Gay Lea, Lacteeze, Nordica, Ivanhoe, Salerno, Hewitt's, Black River Cheese, Stirling                                     | Co-operative                     | Dairy farmers in Ontario                                         |
| <a href="http://www.weetabix.ca">www.weetabix.ca</a>                             | Weetabix, Grainshop, Alpen, Barbara's Bakery                                                                             | Private                          | Bright Food (Group) Co. Ltd.                                     |
| <a href="http://www.exceldor.ca">www.exceldor.ca</a>                             | Exceldor, Victor, White Rock                                                                                             | Private                          | Co-operative                                                     |
| <a href="http://www.sunrisepoultry.com">www.sunrisepoultry.com</a>               | Select Servings, Simply Poultry                                                                                          | Private                          | Shoore Family                                                    |
| <a href="http://www.clearwater.ca">www.clearwater.ca</a>                         | Clearwater, Macduff, private label                                                                                       | Public                           |                                                                  |
| <a href="http://www.postfoods.ca">www.postfoods.ca</a>                           | Post cereals, Alpha-Bits, Grape-Nuts, Great Grains                                                                       | Private                          | Post Holdings Inc.                                               |
| <a href="http://www.lantic.ca">www.lantic.ca</a>                                 | Rogers, Lantic                                                                                                           | Public                           |                                                                  |
| <a href="http://www.unilever.ca">www.unilever.ca</a>                             | Becel, Ben & Jerry's, Knorr, Lipton Tea, Popsicle, Hellmann's, I can't believe it's not butter, Skippy, Salada, Red Rose | Private                          | Unilever PLC                                                     |
| <a href="http://www.leclerc.ca">www.leclerc.ca</a>                               | Vital, Celebration Chocomax - Choco, Quattro, Choco, Praeventia, Tradition 1905, Muffin Max, Brownie Max, Go Pure        | Private                          | Denis Leclerc and sons                                           |

| COMPANY                                                           | 2016 SALES (\$000S) | 2015 SALES (\$000S) | 2015-2016 SALES GROWTH | EXPORTS AS % OF SALES | EMPLOYEES        |
|-------------------------------------------------------------------|---------------------|---------------------|------------------------|-----------------------|------------------|
| 30. Mondelez Canada Inc.                                          | 402,897 E           | 408,011 E           | -1%                    | –                     | 3,600 E          |
| 31. Catelli Foods Corporation                                     | 343,000             | 342,222             | 0                      | 7%                    | 295              |
| 32. Barry Group Inc.                                              | 341,197 E           | 468,915 E           | -27%                   | –                     | 720 E            |
| 33. Andrew Peller Limited *                                       | 334,263             | 315,697             | 6%                     | –                     | 1,189 E          |
| 34. Sunny Crunch Foods Holdings Ltd.                              | 232,958 E           | 235,915 E           | -1%                    | –                     | 90 E             |
| 35. Amalgamated Dairies Limited                                   | 187,000             | 154,000             | 21%                    | 1%                    | 250+             |
| 36. Quinlan Brothers Ltd.                                         | 172,677 E           | 174,869 E           | -1%                    | –                     | 800 E            |
| 37. Golden Valley Foods Ltd.                                      | 170,299             | 155,069             | 10%                    | 0%                    | 160              |
| 38. Campbell Company of Canada                                    | 167,848 E           | 169,978 E           | -1%                    | –                     | 1,500 E          |
| 39. Granny's Poultry Cooperative Ltd.                             | 166,000             | 166,000             | 0                      | 3%                    | 500              |
| 40. Hershey Canada Inc.                                           | 151,642 E           | 137,042 E           | 11%                    | –                     | 1,600 E          |
| 41. Ultima Foods                                                  | 146,613 E           | 131,036 E           | 12%                    | –                     | 700 E            |
| 42. Corby Distilleries Limited *                                  | 140,002             | 132,066             | 6%                     | –                     | 19,000 worldwide |
| 43. Richardson Oilseed Limited                                    | 133,158 E           | 129,866 E           | 3%                     | –                     | 240 E            |
| 44. General Mills Canada Corporation                              | 129,275 E           | 123,211 E           | 5%                     | –                     | 1,000 E          |
| 45. Cooke Aquaculture Inc.                                        | 124,480 E           | –                   | –                      | –                     | –                |
| 46. Fiera Foods Company                                           | 114,477 E           | 113,207 E           | 1%                     | –                     | 1,200 E          |
| 47. Peak of the Market                                            | 105,168             | 97,585              | 8%                     | 25%                   | 51               |
| 48. Les Industries Bernard & Fils Ltée                            | 100,000 E           | 100,000 E           | 0                      | 80%                   | 50 approx.       |
| 49. Hallmark Poultry Processors Ltd.                              | 99,023 E            | 99,441 E            | 0                      | –                     | 400 E            |
| 50. Dare Foods Limited                                            | 95,244 E            | 100,378 E           | -5%                    | –                     | 1,400 E          |
| 51. Danone Inc.                                                   | 94,298 E            | 84,019 E            | 12%                    | –                     | 450 E            |
| 52. Simmons Pet Food ON Inc.                                      | 87,202 E            | 86,234 E            | 1%                     | –                     | 219 E            |
| 53. Super-Pufft Snacks Corp.                                      | 85,299 E            | 86,382 E            | -1%                    | –                     | 250 E            |
| 54. Voortman Cookies Limited                                      | 83,407 E            | 81,344 E            | 3%                     | –                     | 450 E            |
| 55. Ten Peaks Coffee Company Inc. *                               | 81,927              | 83,641              | -2%                    | –                     | –                |
| 56. Country Ribbon Inc.                                           | 80,618 E            | 80,811 E            | 0                      | –                     | 325 E            |
| 57. Ferrero Canada Limited                                        | 75,827 E            | 68,034 E            | 11%                    | –                     | 800 E            |
| 58. Vantage Foods Inc.                                            | 75,628 E            | 76,727 E            | -1%                    | –                     | 500 E            |
| 59. Sun Rich Fresh Foods Inc.                                     | 73,923 E            | 82,442 E            | -10%                   | –                     | 1,200 E          |
| 60. Earth's Own Food Company Inc.                                 | 73,249 E            | 73,424 E            | 0                      | –                     | 28 E             |
| 61. Dainty Foods, division of MRRM (Canada) Inc.***               | 69,590 E            | 69,756 E            | 0                      | –                     | 110 E            |
| 62. Oxford Frozen Foods Limited                                   | 68,994 E            | 67,285 E            | 3%                     | –                     | 600 E            |
| 63. Nutrinor Coopérative Agro-Alimentaire Du Saguenay Lac St-Jean | 68,559 E            | 69,000 E            | -1%                    | –                     | 300 E            |

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| WEBSITE                       | TOP BRANDS                                                                                                              | OWNERSHIP                        | MAJOR SHAREHOLDER               |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------------|----------------------------------|---------------------------------|
| www.mondelezinternational.com | Chips Ahoy!, Oreo, Ritz, BelVita, Wheat Thins, Triscuit, Nabisco, Cheese Nips, Cadbury, Toblerone, Tang                 | Private                          | Mondelez International          |
| www.catellifoods.ca           | Catelli, Healthy Harvest, Smart, Lancia, Bistro, Splendor, Ronzoni, Minute Rice, Giovanni Panzani, Olivieri             | Public                           | Ebro Foods                      |
| www.barrygroupinc.com         | groundfish, FAS groundfish, pelagics, shellfish                                                                         | Private                          |                                 |
| www.andrewpeller.com          | Peller Estates, Sandhill, Trius Winery at Hillebrand, Wayne Gretzky Estates, Red Rooster Winery, Calona Vineyards       | Public                           | Jalger Limited                  |
| www.sunnycrunch.ca            | Sunny Crunch cereals and bars, private label                                                                            | Private                          |                                 |
| www.adl.ca                    | ADL, Perfection, Olympia, Dairy Isle cheese                                                                             | Co-operative                     | N/A                             |
| www.quinlanbrothers.com       | Snow Crab, Cold water shrimp, groundfish, pelagics, squid, Crab au Gratin                                               | Private                          |                                 |
| www.goldenvalley.com          | Golden D eggs, Golden Valley eggs, Premium Brand, Organic, Country Golden Yolks, Liquid Eggs, Canadian Harvest          | Private                          | N/A                             |
| www.campbellsoup.ca           | Campbell's soups, Goldfish, V8, Prego, Habitant                                                                         | Private subsidiary of public co. | Campbell Soup Company           |
| www.grannys.ca                | Granny's Chicken and Turkey products                                                                                    | Private                          | Widely held                     |
| www.hersheycanada.com         | Hershey's, Brookside, Twizzlers, Oh Henry!, Reese, Chipits, Jolly Rancher, Pot of Gold, Ice Breakers, Hershey's Kisses  | Private                          | The Hershey Company             |
| www.ultimayog.ca              | iögo, Olympic                                                                                                           | Private                          |                                 |
| www.corby.ca                  | J.P. Wiser's Canadian whisky, Lamb's rum, Polar Ice vodka                                                               | Public                           |                                 |
| www.richardson.ca             | Oils, sprays, margarines                                                                                                | Private                          | James Richardson & Sons Limited |
| www.generalmills.ca           | Nature Valley, Cheerios, Green Giant, Old El Paso                                                                       | Private                          | General Mills Inc.              |
| www.cookeseafood.com          | Seafood                                                                                                                 | Private                          |                                 |
| www.fierafoods.com            | Baked goods                                                                                                             | Private                          |                                 |
| www.peakmarket.com            | Peak of the Market                                                                                                      | Private                          | Peak of the Market growers      |
| www.bernards.ca               | Old Fashioned Maple Crest, Bernard                                                                                      | Private                          | Bernard Family                  |
| www.hallmarkfarms.ca          | JD Sweid Foods, Heritage Farms                                                                                          | Private                          |                                 |
| www.darefoods.com             | Bear Paws, Simple Pleasures, Viva Puffs, Wagon Wheels, Traditions, Breton, Melba Toast, Grissol, Bread Sticks, Croutons | Private                          |                                 |
| www.danone.ca                 | Oikos, Activia, Danino, DanActive, Silhouette, Danone                                                                   | Private                          | Danone Euronext Paris           |
| www.simmonspetfood.com        | Private-label pet food and treats                                                                                       | Private                          |                                 |
| www.superpufft.com            | Private-label snacks and beverages                                                                                      | Private                          |                                 |
| www.voortman.ca               | Voortman cookies, turnovers, wafers, sugar-free, omega-3                                                                | Private                          |                                 |
| www.tenpeakscoffee.ca         | Decaffeinated coffee                                                                                                    | Public                           |                                 |
| www.countryribbon.com         | Country Ribbon, Pinehill, Lunchtime; fresh, frozen, breaded and deli chicken products                                   | Private                          |                                 |
| www.ferrero.ca                | Tic Tac, Nutella, Ferrero Rocher, Kinder, Raffaello                                                                     | Private                          | Ferrero International SA        |
| www.vantagefoods.net          | Fresh and ground meat products, sausage products                                                                        | Private                          |                                 |
| www.sun-rich.com              | Fresh-cut fruit for retail and foodservice                                                                              | Private                          |                                 |
| www.earthsown.com             | So Good, So Nice, Almond Fresh, ryza, Sunrise Brand Soy Beverage, YÜ Organic Rice beverages                             | Private                          |                                 |
| www.mrrm.ca                   | Dainty, Royal, World Classics, Ideal, Rice Now!, Time-Wise                                                              | Private                          | Marbour                         |
| www.oxfordfrozenfoods.com     | Wild blueberries, cranberries, carrots, appetizers                                                                      | Private                          | Tidnish Holdings Limited        |
| www.nutrinor.com              | Nutrinor dairy products                                                                                                 | Co-operative                     |                                 |

| COMPANY                                                    | 2016 SALES (\$000S) | 2015 SALES (\$000S) | 2015-2016 SALES GROWTH | EXPORTS AS % OF SALES | EMPLOYEES |
|------------------------------------------------------------|---------------------|---------------------|------------------------|-----------------------|-----------|
| 64. Associated Brands Inc.                                 | 67,674 E            | 66,322 E            | 2%                     | –                     | 500 E     |
| 65. Tignish Fisheries Co-operative Association Limited     | 65,403 E            | 65,559 E            | 0                      | –                     | 300 E     |
| 66. Northumberland Cooperative Limited                     | 62,832 E            | 55,826 E            | 13%                    | –                     | 300 E     |
| 67. Pinty's Delicious Foods Inc.                           | 62,745 E            | 60,977 E            | 3%                     | –                     | 500 E     |
| 68. The Allan Candy Company Limited                        | 52,664 E            | 46,605 E            | 13%                    | –                     | 550 E     |
| 69. Boulangerie Gadoua Ltée                                | 51,082 E            | 53,611 E            | -5%                    | –                     | 750 E     |
| 70. Just Quality International                             | 50,000              | 50,000              | 0                      | 90%                   | 16        |
| 71. GraceKennedy (Ontario) Inc.                            | 50,000              | 42,000              | 19%                    | 0%                    | 48        |
| 72. Steam Whistle Brewing                                  | 47,600              | 46,000              | 3%                     | 0%                    | 194       |
| 73. Freshwater Fish Marketing Corporation                  | 47,106 E            | 47,218 E            | 0                      | –                     | 216 E     |
| 74. Plaisirs Gastronomiques Inc.                           | 45,094 E            | 43,977 E            | 3%                     | –                     | 330 E     |
| 75. Big Rock Brewery Inc. *                                | 43,126              | 39,582              | 9%                     | –                     | 520 E     |
| 76. Canards Du Lac Brome Ltée                              | 42,126 E            | 42,227 E            | 0                      | –                     | 170 E     |
| 77. Brick Brewing Co. Limited *                            | 37,609              | 36,333              | 4%                     | –                     | –         |
| 78. To-Le-Do Foodservice                                   | 37,000              | 35,000              | 6%                     | 0%                    | 48        |
| 79. Margarine Golden Gate-Michca Inc.                      | 36,379 E            | 35,176 E            | 3%                     | –                     | 65 E      |
| 80. Paturel International Company                          | 34,858 E            | 34,941 E            | 0                      | –                     | 160 E     |
| 81. Inovata Foods Corp.                                    | 34,179 E            | 33,326 E            | 3%                     | –                     | 250 E     |
| 82. Ganong Bros. Limited                                   | 31,123 E            | 27,683 E            | 12%                    | –                     | 325 E     |
| 83. G.E. Barbour Inc.                                      | 30,000 E            | 30,000 E            | 0                      | >20%                  | 120       |
| 84. Organic Meadow Ltd.                                    | 30,000 E            | 30,000 E            | 0                      | N/A                   | 30        |
| 85. TWI Foods Inc.                                         | 29,500              | 25,000              | 18%                    | 60%                   | 200+      |
| 86. English Bay Batter (Toronto) Inc.                      | 28,055 E            | 27,126 E            | 3%                     | –                     | 150 E     |
| 87. France Délices Inc.                                    | 26,945              | 22,458              | 20%                    | 40%                   | 200       |
| 88. Silani Sweet Cheese Limited                            | 25,565 E            | 24,681 E            | 4%                     | –                     | 200 E     |
| 89. Walcan Seafood Ltd.                                    | 25,464 E            | 26,389 E            | -4%                    | –                     | 175 E     |
| 90. Handi Foods Ltd.                                       | 23,300              | 24,300              | -4%                    | 78%                   | 120       |
| 91. Aliments Fontaine Santé Inc.                           | 21,830 E            | 21,289 E            | 3%                     | –                     | 160 E     |
| 92. Bonte Foods Ltd.                                       | 21,352 E            | 21,000 E            | 2%                     | –                     | 140 E     |
| 93. Baxters Canada Inc.                                    | 19,240 E            | 19,285 E            | 0                      | –                     | 170 E     |
| 94. Reinhart Foods Ltd.                                    | 19,152 E            | 18,553 E            | 3%                     | –                     | 140 E     |
| 95. Dairytown Processing Ltd.                              | 18,674 E            | 16,424 E            | 14%                    | –                     | 88 E      |
| 96. La Coop Agrilait                                       | 18,485 E            | 18,529 E            | 0                      | –                     | 145 E     |
| 97. R. Denninger Limited                                   | 17,240 E            | 17,281 E            | 0                      | –                     | 300 E     |
| 98. Smucker Foods of Canada Corp.                          | 16,851 E            | 16,891 E            | 0                      | –                     | 270 E     |
| 99. Citadelle Coopérative de Producteurs de Sirop D'Erable | 16,669 E            | 13,727 E            | 21%                    | –                     | 100 E     |
| 100. Foothills Creamery Ltd.                               | 16,184 E            | 16,223 E            | 0                      | –                     | 40 E      |

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|  | WEBSITE                        | TOP BRANDS                                                                                                               | OWNERSHIP                                  | MAJOR SHAREHOLDER                    |
|--|--------------------------------|--------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|--------------------------------------|
|  | www.associatedbrands.com       | Private label, co-manufacturing, Neilson desserts and beverages, Prairie Maid cereal                                     | Private                                    | Treehouse Foods Inc.                 |
|  | www.royalstarfoods.com         | Lobster products                                                                                                         | Co-operative                               |                                      |
|  | www.northumberlanddairy.ca     | Northumberland dairy products                                                                                            | Co-operative                               |                                      |
|  | www.pintys.com                 | Pinty's chicken products                                                                                                 | Private                                    |                                      |
|  | www.allancandy.com             | Allan, Saybon                                                                                                            | Private                                    |                                      |
|  | www.gadoua.qc.ca               | Gadoua, Melleux, MultiGo, Pain de ménage                                                                                 | Private                                    | George Weston Limited                |
|  | www.jqinternational.com        | Arctic Harvest, Global Growers, Just Quality, Veggitos, Cinnastirs, A'Fresh, D'Fresh, Vita, private label                | Private                                    | Yupeng Liu                           |
|  | www.gracefoods.ca              | Grace, Mili, Dunn's River, La Fe                                                                                         | Public (Jamaica)                           | GraceKennedy Ltd.                    |
|  | www.steamwhistle.ca            | Steam Whistle Pilsner                                                                                                    | Private                                    | Greg Taylor, Cam Heaps               |
|  | www.freshwaterfish.com         | Freshwater fish                                                                                                          | Fed. gov crown corporation, not subsidized |                                      |
|  | www.plaisirsgastronomiques.com | Plaisirs Gastronomiques pot pies, puff pastries, quiches, salad spreads, deli, sausages, confit, Norel, Stromboli pizzas | Private                                    | Groupe Financier Beauvais Inc.       |
|  | www.bigrockbeer.com            | Big Rock beers                                                                                                           | Public                                     |                                      |
|  | www.canardsdulacbrome.com      | Canards Du Lac Brome duck products                                                                                       | Private                                    | 9130-9195 Québec Inc.                |
|  | www.brickbeer.com              | Seagram, Waterloo, Laker, Formosa, Red Cap, Red Baron                                                                    | Public                                     |                                      |
|  | www.toledofoodservice.ca       | Certified Angus Beef, To-Le-Do Foodservice label portion control meat products (beef, pork, veal, lamb and bison)        | Private                                    | Leigh and Barb Young                 |
|  | www.goldengatemargarine.com    | Crystal, Mirage                                                                                                          | Private                                    |                                      |
|  | www.eastcoastseafood.com       | Lobster and seafood products                                                                                             | Private                                    | American Holdco Inc.                 |
|  | www.inovatafoods.com           | Private label                                                                                                            | Private                                    | The Pasta Mill Ltd.                  |
|  | www.ganong.com                 | Ganong chocolates, candy bars, truffles, Chicken Bones                                                                   | Private                                    | DAG Holdings Inc.                    |
|  | www.barbours.ca                | King Cole, Barbours                                                                                                      | Private                                    | Sylvia MacVey                        |
|  | www.organicmeadow.com          | Organic Meadow and private-label dairy products                                                                          | Private                                    | Canadian farmers                     |
|  | www.crispyjustbaked.com        | Crispy                                                                                                                   | Private                                    | Ali Kizilbash                        |
|  | www.englishbaycookies.com      | Private label, foodservice                                                                                               | Private                                    |                                      |
|  | www.francedelices.com          | Quali-Desserts                                                                                                           | Private                                    | Durot Family                         |
|  | www.silanicheese.com           | Cheese                                                                                                                   | Private                                    |                                      |
|  | www.walcan.com                 | Seafood                                                                                                                  | Private                                    |                                      |
|  | www.pitagourmet.net            | Mr. Pita, Pita Gourmet, Pita Puffs, Uncle Georges, Dipitas                                                               | Private                                    | George Haddad                        |
|  | www.fontainesante.com          | Fontaine Santé dips, spreads, sauces, salads, appetizers                                                                 | Private                                    |                                      |
|  | www.bonte.ca                   | Bonte Foods Ltd, Chris Brothers, Nature's Deli, Plato's, East Coast Kitchen                                              | Private                                    | Michael R. Whittaker, William J. Hay |
|  | www.baxterscanada.ca           | Baxters soups                                                                                                            | Private                                    |                                      |
|  | www.reinhartfoods.com          | Reinhart vinegar, Allen's, Daltons, Jaffa, Glace fruit                                                                   | Private                                    |                                      |
|  | www.dairytown.com              | Private label, Dairytown dairy products                                                                                  | Private                                    |                                      |
|  | www.agrilaitcoop.com           | Milk, butter, cheese                                                                                                     | Co-operative                               |                                      |
|  | www.denningers.com             | Meat, deli, sausages, specialty foods                                                                                    | Private                                    |                                      |
|  | www.smuckerfoodservice.ca      | Smucker's, Double Fruit, Good Morning, Dickinson's                                                                       | Private                                    |                                      |
|  | www.citadelle-camp.coop        | Citadelle, Camp, Maple Gold, O'Canada, Canadian Maple Delights, Cleary's                                                 | Co-operative                               |                                      |
|  | www.foothillscreamery.com      | Foothills Butter, Foothills Ice Cream                                                                                    | Private                                    |                                      |

# —THE— *ART* OF CRAFT

The popularity of craft beer, cider, spirits and ready-to-drink cocktails continues to boom in Canada

By Carol Neshevich



photo: Vitaliy Pestov/Thinkstock

“**E**at, drink, and buy local. This is not a fad,” proclaims Garnet Pratt Siddall, president and CEO of Collingwood, Ont.’s Side Launch Brewing Company Inc., and current chair of the Ontario Craft Brewers. “People are paying a lot more attention to what they put in their bodies and where their products come from. So if they realize that they can buy a better quality, great-tasting beer that was made locally, they will.”

She’s summing up the key reasons for the popularity of craft beer, which has been on the rise for more than a decade now and has become so ingrained in North American beer culture that it’s almost surpassed the word “trend.” In fact, a 2017 Mintel study revealed that 57 per cent of Canadians say they typically drink craft beers. Not only that, but 27 per cent of beer drinkers agree that craft beer offers better quality than mainstream beers, and 24 per cent agree that it is worth paying more for craft beer than mainstream beers.



But Pratt Siddall's sentiments undoubtedly also apply to other types of craft beverages — craft spirits, cider and ready-to-drink (RTD) cocktails — all of which have been following in craft beer's footsteps and showing impressive growth in terms of sales and creative new products.

### Craft spirits rise

Last year, for instance, Mintel research showed that spirits positioned as “craft” accounted for 15 per cent of new global spirit launches in 2016, up from just five per cent in 2011. But how do you define “craft” when it comes to spirits? “I would say that ‘craft’ means being made as much as possible in small batches from local ingredients, and made with attention to detail and the history of the production of the spirit,” says Pierre Guevremont, co-founder of Ironworks Distillery in Lunenburg, N.S. “And we, I think, exemplify that definition.”

At Ironworks they distill by hand in small batches, using only natural ingredients that are as fresh and local as possible. Local is very important for Ironworks on several levels: there's the need to satisfy the current consumer desire to consume locally grown items as often as possible, of course, but Ironworks also likes to promote the fact that they're helping boost the Nova Scotia economy when they source local ingredients.

Ironworks' product lineup includes spirits like Apple Brandy, Blueberry Liqueur, Rhubarb Liqueur, and Amber Rum (made with local molasses), to name a few. While most of its products fall into the \$25- to \$40-range for a 375-mL bottle, Ironworks' Pear Eau-De-Vie with the Pear in the Bottle is a more “boutique” product at \$134.80. “For that, we actually grow the pear in the bottle, so that's a very pricy product because obviously it's very time consuming and an expensive process,” says Guevremont. “And we really have very little price resistance on that front. If somebody's looking for an absolutely unique gift that is spectacular, they don't have any problems with that [price].”

Guevremont and his partner Lynne MacKay founded Ironworks in 2009, and since then, “it's been rapid and continued growth,” says Guevremont, who was previously in the photography business. MacKay came from the movie industry, so both are creative personalities. In fact, that ability to mix their business skills with their creativity is one of the things they really love about the craft spirits industry.

“It's a wonderful match of opportunities in creativity, marketing, and a little bit of art and science, all together in one operation,” says Guevremont. “And we produce a lot of different products because we enjoy developing new products and trying new things. If you're building a factory, you concentrate on a couple of products and you mass-produce them and aim for consistency. That's not very interesting from an entrepreneur's point of view or a creator's point of view, though. Here, we get to do all kinds of very interesting products. We have a unique rum that's coming out this fall that will be unlike anything that's done anywhere in the world, for example, and that's the sort of thing that we get excited about and take great pride in.”

### Growth in craft cider

Also showing great growth in recent years is craft cider, which follows along with a general pattern toward more cider consumption. This year Mintel research revealed that 53 per cent of Canadians drink cider, including 67 per cent of 18- to 34-year-old consumers. “There's been huge growth,” confirms Clinton McDougall, co-founder of Vancouver's Sunday Cider. “A couple of things are happening. There's always that leading edge of culture which gets it and sees the craft trend that's happening in cider. And then you're also getting a larger segment of the population who are interested in something that's maybe a bit lighter, a bit more refreshing, doesn't have gluten, has a lower alcohol content than wine. You're seeing a turn toward that in the summer especially, and they discover that ➤

**57 PER CENT OF CANADIANS SAY THEY TYPICALLY DRINK CRAFT BEERS**



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photo: igorr/Thinkstock

they're pleasantly surprised that there's a lot more to cider than they thought."

When it comes to making his craft cider, McDougall says his philosophy is "ultimately to try and let the fruit do the work and stay out of the way." To that end, being in BC with a fantastic supply of high-quality apples definitely helps. McDougall also says craft cider is in a nice sweet spot at the moment, as it appeals to both wine drinkers and craft beer drinkers. There are parallels with the craft beer industry, he says, "and with wine drinkers as well — cider is such a great beverage for food pairing."

McDougall thinks craft cider could reach that "next level" of popularity by getting into more restaurants. "[Cider is] also making its way onto the wine list, and included in food pairing suggestions. So I think that's the next goal — to get craft cider on restaurant wine lists, to get it into taps, and to get people discovering cider through the restaurants. That's where the education really happens. Sure, they can read about what goes into it on the store shelves, but when you have someone talking about how it's made, its profile, what it works with and why it's fantastic, that's when you really get people speaking the gospel."

### Craft RTD hits the scene

The newest group on the craft alcoholic beverage scene is the RTD cocktail — the latest evolution of the old "coolers" with a new craft spin. One big success story in this category is the Georgian Bay Spirit Co., whose Georgian Bay Gin Smash couldn't be restocked fast enough in Ontario's liquor stores last summer. It became something of a phenomenon in Ontario, with the *Toronto Star* declaring it "The best pre-mixed cocktail to have ever hit the LCBO." This summer the company added a Georgian Bay Vodka Smash, which is proving to be quite successful as well. The "Smash" beverages use the company's previously launched, award-winning craft gin and vodka as a base.



Tim Keenleyside, co-founder of the company, explains why they decided to launch a craft RTD cocktail following the success of their craft spirits: "We saw that the RTD industry in Canada was dominated by overly sweet, mass-produced products, often made with artificial ingredients and low-quality alcohol. While craft beer had been booming for many years, no one was really doing anything in the RTD space, so we saw an opportunity to fill a void with a reasonably priced, premium product targeting consumers looking for something more natural and less sweet," he says. "With our award-winning craft spirits as the base, we developed the idea of craft cocktails in a can — something that as cocktail enthusiasts, we would want to drink ourselves."

Keenleyside adds that while the RTD industry in Canada is already quite well developed, the craft RTD industry is still much less developed than craft beer and craft cider. "We do expect the craft RTD market to grow and we're already seeing more craft products entering the space, but I think growth will be tempered somewhat by the different rules that govern the beer and cider industry vs. spirits, at least here in Ontario," he says. "It's a challenging industry to succeed in given the tight profit margins, so volume is critical. As we grow, we hope to rival the sales of our multinational competitors while maintaining the quality of ingredients and attention to detail of a craft producer."

Ultimately, it's that quality of ingredients and attention to detail that define what "craft" is, whether that means beer, cider, spirits or RTD. "I think consumers of alcoholic beverages are looking for premium, unique and local products — craft beverages deliver in all three areas," says Keenleyside. "It's fun to try new products that are made locally and, often, with local ingredients. I think consumers also identify with the more personal and local stories that craft producers are able to tell." ●



## The *juicy* details

*Daniel Scholes*



Despite the continued proliferation of flavours in the category of processed fruit juices and blends, orange juice remains a mainstay of the breakfast daypart. And while it is available in an endless number of formats and combinations with other fruit flavours, the orange has made a long journey through the ages to arrive on our kitchen counters as juice in a carton.

The story began sometime in the Stone Age between northeastern India and southern China where the naranga fruit trees were first known to grow and where their bitter fruit rinds were used in cooking and perfumes. A sweeter version of the fruit made its way to Europe, where they became a fashionable indulgence in the 1500s. Oranges were included on the ships of explorers such as Juan Ponce de Leon, who led the first expedition to Florida and who planted hundreds of orange trees so that future sailors would be able to protect themselves from scurvy.

While nothing really compares to the flavour of a fresh-squeezed orange, modern day processes for producing not-from-concentrate orange juice in a carton continue to reach new heights in achieving natural, sweet and fresh-tasting flavour profiles. We recently had a closer look at some popular brands of orange juice to explore all the juicy details.

### The juicers

We asked 50 orange juice drinkers between the ages of 25 and 54 from the Greater Toronto Area to evaluate four not-from-concentrate orange juice brands with pulp. They received 125 mL of each juice and were asked to evaluate

their appearance, flavour and texture. When we asked our testers what factors are most important to them in orange juice they overwhelmingly identified freshness and naturalness of the taste. Close to half of our testers claimed that sugar content is a primary concern to them, followed very closely by value for money.

One of our four orange juice contenders stood apart from the others, with top scores on overall liking, orange flavour and naturalness of taste. Diagnostically, this brand had the most optimal flavour profile, tending to be slightly sweeter and less tart than the other juices. And in fact, this higher sweetness delivery was correctly detected by our testers, as the declared sugar content of this brand was actually a couple of grams higher than the others. But it was not flavour alone that helped this orange juice stand apart. In fact, mouthfeel was a strong driver of liking in this category — an attribute which our winner also excelled in. While some brands felt too thick or too thin in terms of mouthfeel, this juice seemed to hit the right balance.

On the other end of the spectrum, one of our four contenders did not let the sunshine in, scoring below six out of nine on overall liking and less than 40 per cent on top two box purchase intent — both scores falling well below the benchmarks for this category. This brand had the least amount of pulp, resulting in a mouthfeel which was too thin, and it had the least desirable flavour profile — too tart and not particularly natural tasting. The appearance of this juice even had its flaws, with a lighter orange colour than the rest of the pack, which may

have contributed to enhanced perceptions of tartness. Overall, all segments of this OJ's performance seemed to suffer from sensory issues.

### The main squeeze

In a highly competitive category, sensory testing is a great way to identify your competitive advantage. Within this particular citrus field we found that not all orange juice brands were equally ripe for the picking. Only one brand stood apart for having the most natural and appealing flavour profile and optimal mouthfeel, which could represent a perfect opportunity to generate awareness of its winning qualities through ad claims such as “Better tasting” or “More Natural Tasting” than Brand X. With the right supporting consumer research, ad claims can be an excellent tool for enhancing your brand image and ultimately forging competitive advantage.

As for the rest of the pack, while there were no particular “bad apples” in this orange grove, there were brands that could benefit from some fine tuning. All manufacturers are looking to be the main squeeze of their category — and while the right pricing and brand credentials are important tools, it is an elusive goal if the product fails to deliver. Only through consumer testing can you truly know if it's succeeding, and if it's not, it may be time to reformulate. 🍊

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For questions about this research, or how you can leverage consumer taste buds in your business, contact Dan Scholes at [info@contracttesting.com](mailto:info@contracttesting.com) or (905) 456-0783.

# What's in the BOX?

Subscription services are shifting the way Canadians approach meals

—By Julia Teeluck—

**C**anadians are moving back into the kitchen, but when it comes to meal preparation convenience is king. Meal kits offer a simplified home cooking experience delivered right to a customer's doorstep. These on-line subscription services provide fresh, portioned ingredients, along with recipes to follow. After all, why buy a bundle of cilantro when you only need a few sprigs for your dish?

This growing trend isn't limited to dinner either. Breakfast boxes serve those looking for an easy way to start the day, and customized kits offer anything from carefully selected teas to craft beers. Prior to co-founding Chefs Plate, a Canada-wide meal kit company, Jamie Shea observed a trend in Canadians returning to eat in their homes. "It's better for your health and wallet," says the former brand manager at Cara. At the time, he says, there were very few services that helped consumers cook at home and which made that experience more exciting or removed associated hassles.

So, who's subscribing? "We really see the millennial and gen X group as our base — those who live busy lives and have a lot on the go. They enjoy cooking, but the grocery shopping experience isn't positive for them," says Shea. They're also seeing a lot of growth

Honey Garlic Chicken from Chefs Plate.





photo: wabenc/Thinkstock



photos: The Brew Box



### Curated beers from The Brew Box.

in the baby boomer generation. “[Boomers are] much more comfortable shopping online, and the kids have left home.”

Oatbox co-founder Marc-Antoine Bovet thought his company would have an evenly split mix of male and female subscribers. And while the company has a mixture of millennials, professionals, singles and families, Bovet says about 90 per cent of their customers are female, and a good amount are young mothers. Again, the convenience factor comes into play.

On the other hand, The Brew Box’s primary subscribers are in the 30- to 40-age range, and are usually in a higher income bracket because of the price point, says co-founder and COO Tristan Shen. The Brew Box delivers premium Ontario craft beer to its customers in Ontario, BC, Alberta and Nova Scotia. While subscribers may want to discover new beers or taste exclusive brews, Shen notes that many give a subscription as a gift.

### Working with producers & suppliers

Many meal kit companies aim to provide their customers with fresh, locally sourced and sustainable food ingredients. Shea points out that because customers only receive a few items in a box, they scrutinize the quality. As a result, developing and maintaining a strong relationship with suppliers is critical.

“We realized early on there was little infrastructure supporting the supply chain in Canada — we have big distributors and wholesalers who provide to grocers, but they’re old, established businesses,” says Shea. The company invested in its back-end technology to cut out the middle man and go directly to farmers, who can easily tap into Chefs Plate’s platform. “As a result, we have been able to accept fresher, better-quality products, and pass those savings onto our customers.” ↗

“We really see the millennial and gen X group as our base — those who live busy lives and have a lot on the go.”



Over three years, Shea and his team did a lot of work in the field meeting with different groups and sourcing products mostly from smaller producers, who, notes Shea, you often can't just find through a Google search. "When local suppliers don't come to us directly, it can be challenging to find them," agrees Becky Switzer, head of Culinary at Vancouver-based Fresh Prep. "We spend a lot of time doing research on local companies and we speak with a lot of producers on whether or not they can handle high volumes and meet the strict deadlines that our business demands."

The Brew Box has benefited from Ontario's tight-knit craft brew community for its sourcing. Shen says they spent a lot of time at beer festivals chatting with breweries, as well as visiting breweries across the province. "It's a very welcoming community, so in that respect it's been very good," says Shen.

## Big on breakfast

It's the most important meal of the day, but according to the International Food Information Council, more than 50 per cent of people skip breakfast, says Bovet. "None of our four founders ate breakfast," he admits. Since there wasn't a breakfast subscription box in the Canadian marketplace, Bovet says it was a great opportunity to provide access to a healthy and nutritious morning meal and disrupt the breakfast industry.

They say variety is the spice of life. It follows then that One of Oatbox's biggest challenges is continuously developing unique blends. "Our mixes change all the time, so we have to keep getting inspired," says Bovet. Each month, Oatbox offers two new granola blends — such as mango and white chocolate, or almond crunch and millet granola — to its customers



**"Our mixes change all the time, so we have to keep getting inspired," says Marc-Antoine Bovet, co-founder of Oatbox.**

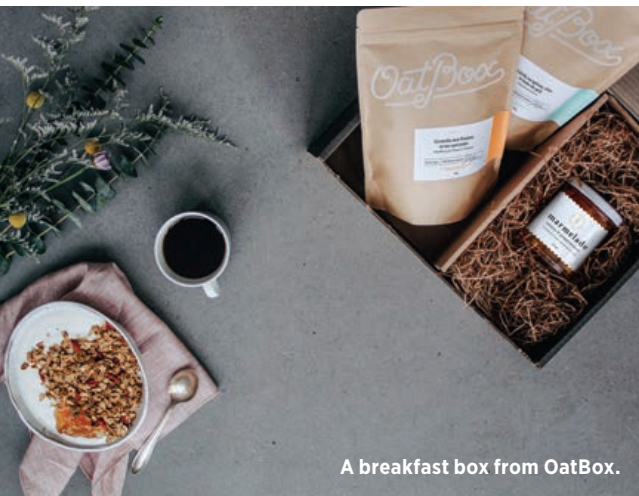
across North America. "Since day one, we brought an amazing culinary chef on board (Julie Zyromski) who did her master's degree in Food and Communications in Italy. She's the brains of the culinary direction and creates new mixes and different recipes," says Bovet.

Oatbox is also committed to using seasonal and local ingredients, most of which are also organic. "We highlight seasonal and local products as much as we can, whether its blueberries, cranberries, honey or oats," says Bovet. "It all starts with the ingredients, and we're fortunate in Quebec that we have access to amazing producers," he says. The company goes directly to the farms, sees how the process works, and spends time with the producers. However, he notes that there are sometimes exceptions. "We try to be a balanced company and won't neglect an item we really want to use because it's not sourced locally," says Bovet. "If we get dehydrated pineapple from Sri Lanka, for example, we can't go there."

## The future of food shopping

As technology advances and consumers become increasingly comfortable with online shopping, food and beverage products are starting to be ordered more frequently. "It's been a slow transition to online grocery shopping, especially in Canada," says Josh Bluman, vice-president of Marketing at Fresh Prep. "In some way, the meal kit industry is driving that trend right now because it's so convenient. In the future, we will see more people shopping online [for food], with Amazon acquiring Whole Foods," says Bluman. "People are getting busier and want to automate parts of their lives."

Shea is also excited about the emergence of ecommerce in the country. "In Canada it's very undeveloped," he says, noting that less than one per cent of grocery shopping in Canada is done online, compared to approximately seven per cent in the U.K. and four per cent in the U.S. Grocery stores will not disappear overnight, but it's clear that the way in which we purchase food is shifting. 🍎



A breakfast box from OatBox.



## The future of beer may be in wood pulp bottles

Yvonne Dick

For companies in North America and Europe, fibre packaging may become a new alternative to glass beer bottles and aluminum cans. When a wood fibre bottle is empty, it can be recycled into a bin. Additionally, the materials are so environmentally friendly they can biodegrade in your garden or compost heap.

Chances are you have already used a wood fibre product as a plate or bowl. While researchers at ecoXpac of Denmark are still determining how to make the transition to a food-safe container, there are few companies at the forefront of this next generation of packaging opportunities. Perhaps it is due to the lack of a final blueprint. EcoXpac has partnered with Carlsberg Group and come up with a bottle design, but have yet to publicly unveil a final product. The container design is sleek and resembles a traditional beer bottle in the Carlsberg beer colours and labelling.

“The bottle has been created with input from some of the leading packaging specialists in the world, who are very excited to participate in the project,” says Håkon Langen, packaging innovation director. “Though we still have technical challenges to overcome, we’re on track on the project.”

One necessity to be determined is the secondary barrier inside the fibre bottle which would keep the bottle standing in shape while beer was stored inside for long periods of time. The fibre beer bottles must be specially designed to hold the liquid and keep a barrier between it and the actual wood fibre bottle.



“One necessity to be determined is the secondary barrier inside the fibre bottle.”

Though exact techniques remain proprietary, the process is similar to a Type 4 moulded fibre process. The basic steps of production start by combining the recycled paper and water in a slurry which then goes through a screen and is dried in layers to a moulding machine. The end product is oven heated. It is a bit like paper mâché on a mass production level. Custom colours and formulations can be added and forms can be designed to meet the exact specifications of the customer. According to ecoXpac, up to 600 units per hour can be created using this process.

In a Type 4 paper moulding process, the designs may be printed, coloured

and embossed, and include special additives. EcoXpac offers a slightly different heating and curing method than the traditional Type 4 processing, and is known as the Impulse Drying Technique. Using thermoformed fibre, ecoXpac can eliminate much of the evaporation necessary to fully dry the end product by using a combination of pressure and flash heating. This significantly reduces the water needed to create the final product, as well as the energy to heat dry. This Danish technology makes good use of water which would otherwise be wasted, and ensures the least amount of water necessary is pumped through the system in order to get to the final product.

The food-safe additives which would need to be used to form an inner barrier between beer and bottle have yet to be publicly announced. All indications show that this aspect is still in research and development, and that may be the reason other companies throughout North America have failed to embrace the idea of the paper beer bottle. Some research indicates that a milk-based barrier has been considered as one solution.

While scientists with Carlsberg and ecoXpac say they are close to finding a solution, the barrier which will be produced must be in line with the companies’ mutual goals of an eco-friendly and sustainable end product. Expect to hear more about the project and, according to Carlsberg, see and taste its product in a wood fibre beer bottle sometime in 2018. 🍀



# Whole Foods and “The Amazon Effect”

Peter Henderson

The Amazon Effect: “Consumers now expect their buyer journey to be entirely frictionless and immediate, regardless of the particular industry or product in question.”

(Source: *FutureCast*, November 2016)

Amazon’s size, momentum, connection to consumers, and now ownership of Whole Foods Markets (WFM) will accelerate “The Amazon Effect,” and undoubtedly impact the food industry.

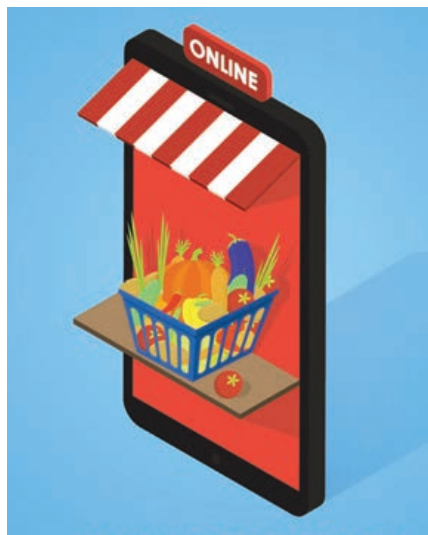
## WFM — A disruptive gem for Amazon

Some of the reasons for Amazon acquiring WFM are:

1. According to Morgan Stanley’s Vincent Sinisi, Amazon’s motivation to acquire WFM, was linked to:
  - > 84 per cent of shoppers who don’t buy groceries online, as they “prefer to see and physically choose the items”;
  - > “WFM’s store footprint (with 45 per cent of the U.S. population within 10 miles of a WFM)”;
  - > “70 per cent say prices being too high holds them back from shopping at WFM further speaks to Amazon’s opportunity to reduce prices and drive grocery market share.”
2. A high-net worth consumer base, and opportunity to cultivate and cater to these relationships (wherever and however those consumers wish to shop). Approximately 70 per cent of WFM customers are also Prime customers.
3. Established supplier base, and portfolio of private-label products. Amazon has the ability to restructure WFM’s buy-sell supply network, in

order to pass savings on to consumers.

4. Size of online market: In January 2017, Food Marketing Institute (FMI) and Nielsen projected online U.S. household grocery purchases could eclipse US\$100 billion, or about 20 per



cent of total grocery sales, within a decade. That represents about 40 per cent of centre-of-the-store sales.

5. Traditional grocery retail is ready for disruption. Faith Popcorn shared via CNBC: “Grocers today are lacking many things — the aisles are filled with things you can have delivered, the spaces are not clean, inviting or engaging... They don’t have an understanding of what kind of experience the consumer wants, nor of the deep shifts in what we’re seeking from food.”

6. Amazon’s magic wand (Amazon dash wand, now with Alexa, available at no cost in the U.S.). While still in beta

mode — somewhat conceptually — it takes verbal orders and operates as a scanner to construct a shopping list (food and drink), which could then easily be delivered or picked up. Alexa will also search for recipes, advice on required ingredients, and more, all to make life easier.

7. Amazon’s ecosystem DNA.

**Vision:** To be Earth’s most customer-centric company, where customers can find and discover anything they might want to buy online.

**Mission:** We strive to offer our customers the lowest possible prices, the best available selection, and the utmost convenience.

**Business philosophy:** “It is always Day 1!” In a 2016 letter to shareholders Jeff Bezos shared, “Day 2 is stasis. Followed by irrelevance. Followed by excruciating, painful decline. Followed by death. And that is why it is always Day 1.” It is worth reading Bezos’ 2016 and his 1997 letters to shareholders. To view both, Google search “Amazon 2016 letter to shareholders” (his 1997 letter follows his 2016 letter).

Embracing “The Amazon Effect” and adopting some of Amazon’s DNA can lead to increased competitiveness and sustainable growth. ●

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Peter Henderson is a director on the board of the Agri-food Management Institute (AMI). He is also founder and managing director of Ideovation, a Toronto-based growth strategy services company. Contact him at [phenderson@ideovation.com](mailto:phenderson@ideovation.com)

## NOUVELLES

### Voir au-delà de l'étiquette



DuBreton a lancé une nouvelle campagne pour encourager les Canadiens à demander aux producteurs de quelle façon leurs animaux sont élevés dans le respect, et à rechercher des

transformateurs qui peuvent prouver que leurs animaux ont été traités avec humanité.

La campagne s'appuie sur un récent sondage réalisé par MARU/Matchbox auprès de plus de 1,500 Canadiens, et qui révèle que 67 par cent des consommateurs "se sentent concernés par le traitement éthique à l'endroit des animaux," affirme la compagnie. En outre, "83 par cent sont d'avis que si une marque revendique le bien-être dont bénéficient ses animaux, elle devrait faire l'objet d'une vérification par une organisation indépendante, laquelle surveillerait systématiquement les conditions dans lesquelles les animaux sont élevés."

Les entreprises qui prétendent à des pratiques humanitaires sur leurs étiquettes ne sont actuellement contraintes par aucune obligation légale à prouver leurs allégations. "Faire de telles affirmations dans un but marketing, sans qu'aucune vérification vienne les valider, entraîne de la confusion et dilue les efforts des entreprises qui prennent réellement les mesures nécessaires pour

faire authentifier leurs dires," explique Adele Douglass, directrice générale et fondatrice de Humane Farm Animal Care (HFAC), un organisme à but non lucratif voué au bien-être animal.

DuBreton de Rivière-du-Loup a été le premier producteur de porcs nord-américain à obtenir la distinction Certified Humane de HFAC, et ce, sur tous les produits de porc de sa ferme rustique et ses produits biologiques. "Nous croyions que l'obtention du sceau Certified Humane était la bonne chose à faire," a déclaré le président de DuBreton, Vincent Breton. La certification confirme que les animaux ne reçoivent pas d'antibiotiques ni de sous-produits animaux et qu'ils, poursuit Breton, "sont élevés dans un environnement exempt de cages, disposant d'un libre accès à un abri, au foin et à des aires de repos avec de la paille, et bénéficiant de suffisamment d'espace pour vaquer à leurs comportements naturels."

L'entreprise espère que cette initiative ouvrira un dialogue avec les consommateurs sur le bien-être des animaux et les étiquettes se retrouvant sur la viande, et qu'elle "aidera les consommateurs à prendre des décisions éclairées et informées à l'épicerie," conclut Breton. ↪

### EN BREF



> **1642 Sodas** de Montréal distribue maintenant ses trois boissons dans les épiceries **Metro** et **Metro Plus** du Québec. Bastien Poulain, président fondateur de 1642 Sodas remercie l'épicier: "grâce à des partenaires comme Metro, nous espérons toucher le cœur de plus en plus de Québécois, et faire davantage pour notre économie." 1642 Sodas propose trois saveurs de soda — Cola, Tonic et Ginger — tous embouteillés à St-François-Xavier-de-Brompton et certifiés Aliments préparés au Québec.

> **DanoneWave Canada**, un producteur de produits laitiers, de produits d'origine végétale, de crèmes à café et de boissons situé à Boucherville, a annoncé deux changements dans la haute direction. Il s'agit de **Dan Magliocco**, qui occupe maintenant le poste de vice-président principal, Marketing, stratégie et connaissance du consommateur; et de **Paul Hogan**, qui oeuvre désormais comme vice-président des ventes pour le portefeuille des marques de produits laitiers et d'origine végétale de DanoneWave.



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## Lutte contre le gaspillage alimentaire



Cofondateurs de Jus LOOP (L-R) Julie Poitras-Saulnier, présidente de LOOP; Frédéric Monette, vice-président de l'exploitation chez Courchesne Larose; et David Côté.

La jeune entreprise montréalaise Jus LOOP s'est donné la mission de lutter contre le gaspillage alimentaire en transformant des fruits et légumes de second ordre en jus sains pressés à froid.

LOOP s'est associée à des distributeurs canadiens comme Courchesne Larose et des producteurs tels que Mucci Farms pour utiliser les fruits et légumes qui ne possèdent plus la qualité requise pour être vendus dans les magasins de détail, mais qui sont toujours comestibles et parfaits pour

des jus. En outre, la pulpe résiduelle est ensuite donnée à une entreprise qui fabrique de la nourriture pour chiens.

Grâce à cette initiative, les cofondateurs de LOOP, David Côté et Julie Poitras-Saulnier espèrent détourner 525 tonnes de fruits et légumes des sites d'enfouissement d'ici 2018, éviter

## BIENS DE CONSOMMATION



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pétillante ou plate. Les sept sirops et deux amers du Lab sont offerts dans un large éventail de saveurs. Ils sont fabriqués à la main au Québec avec des ingrédients frais ou biologiques ne comportant aucun additif, colorant, ingrédient artificiel ou agent de conservation. Les produits du Lab sont livrés dans des bouteilles de 100 et 250 mL, à un prix de détail variant entre 8 et 15,95 \$. [labproduitsartisanaux.com](http://labproduitsartisanaux.com)

l'émission de 419 tonnes de gaz à effet de serre et économiser 329 millions de litres d'eau.

Les jus LOOP sont offerts dans 400 magasins au Québec, et on les retrouve également désormais à Toronto. Chaque bouteille de 355 ml contient plus de 1,5 kg de fruits et légumes, et se vend uniquement 4,95 \$.

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(40477)





# *Pas question de* **couper les** **coins ronds**

La ciabatta artisanale de Boulart a placé la boulangerie montréalaise sur le chemin du succès

PAR MARK CARDWELL

**À** une certaine époque, le rêve de Michel Saillant de démarrer une nouvelle entreprise vouée à un seul produit alimentaire était une véritable obsession.

C'était en 2004. Saillant, un entrepreneur montréalais bénéficiant d'une expérience limitée dans le secteur de la boulangerie, commença à chercher à amasser 15 millions de dollars pour construire une usine de 50 000 pieds carrés qui se

consacrerait à la production massive de baguettes et de ciabattas, une variété italienne de baguettes en forme de rectangle allongé assez nouvelle à ce moment-là. "J'avais un plan très simple mais détaillé," explique Saillant, le fondateur de Boulart, un fabricant de pain à la manière artisanale établi à Montréal et un pionnier nord-américain de la ciabatta. "Il y avait un écart évident dans l'industrie de la boulangerie entre les petits artisans produisant de la qualité supérieure à basse vitesse et les industriels ➔



Le fondateur de Boulart Michel Saillant.

produisant de la qualité inférieure à grande vitesse. Je voulais combler cet écart avec un produit que je savais être parfait pour le marché nord-américain.”

Pendant trois ans, Saillant a jeté les bases de son projet en recherchant des investisseurs partageant sa vision. Ces derniers se sont toutefois avérés peu nombreux. “Tout le monde a essayé de réduire le projet, qu’ils considéraient comme trop ambitieux et trop risqué,” se remémore Saillant, un Montréalais d’origine qui a démarré plusieurs petites entreprises et a travaillé dans plusieurs industries différentes depuis son adolescence.

Parmi ces expériences, notons l’ouverture et la gestion d’un bar à jus à Malibu en Californie dans les années 1970, la restauration de voitures anciennes, la construction de maisons, ainsi que la vente de vêtements de ski et de vêtements pour hommes. Saillant a fait son entrée dans le monde de la boulangerie en 2000 lorsqu’il a été embauché, d’abord comme consultant puis comme vice-président principal chez Au Pain Doré, une chaîne de boulangerie bien établie à Montréal. Saillant confie qu’il a



développé une passion pour cette industrie, malgré son départ de l’entreprise après trois ans pour poursuivre son projet de rêve. “Bien sûr, il y avait des moments où je doutais de moi,” révèle-t-il. “Chaque matin, je me regardais dans le miroir. J’avais une famille à m’occuper et tout le reste — la pression était énorme. Mais je refusais de laisser tomber.”

Saillant soutient qu’il est resté convaincu du potentiel commercial de la fabrication massive de la ciabatta, créée par le

boulangier italien Francesco Favaron en 1982, et qui n'était pas encore populaire en Amérique du Nord. "Les Américains sont élevés avec du pain tranché mou fait," remarquer Saillant. "Les gens aiment la baguette, mais elle est trop dure et croustillante. La ciabatta est un mélange des deux."

L'ange financier de Saillant s'est finalement manifesté de manière inattendue sous la forme du Mouvement Desjardins, normalement réfractaire au risque, et qui constitue la plus vaste coopérative d'épargne et de crédit en Amérique du Nord. Desjardins a proposé d'octroyer près de 7 millions de dollars en financement de capital de risque à Saillant. "Ils m'ont dit qu'ils cherchaient un projet novateur et qu'ils avaient choisi le mien," en remercie Saillant. "Lorsque nous avons signé l'accord, c'était comme si j'avais gagné un Oscar. J'ai été sous le choc pendant des jours."

“ Faire du pain, c'est comme faire un bon vin. Vous avez besoin de la bonne matière première, mais aussi du bon temps de vieillissement. ”

Saillant s'est lancé dans la construction de sa nouvelle entreprise, qu'il avait baptisée Baguette Co. pendant la phase d'édification. Il a ensuite changé son nom pour Boulart, un amalgame de boulangerie et artisanal. Saillant a d'abord loué, puis acheté, une usine de 55,000 pieds carrés presque neuve dans l'arrondissement de Lachine à Montréal. "C'était impeccable [et] ça correspondait au modèle que je recherchais, avec ses plafonds hauts et ses vastes espaces," décrit Saillant. Une fois qu'il eut une adresse de livraison, il commença à commander et à installer des équipements de boulangerie de pointe — c'était au début de 2007.

Selon Saillant, le principal défi auquel il était confronté dans la production de pain de qualité artisanale à l'européenne en quantité industrielle était la consistance. "C'est une combinaison délicate,"

expose-t-il. "Il était crucial pour mon projet de me démarquer sur le marché." Il a notamment travaillé avec un moulin pour s'assurer un approvisionnement constant de farine non blanchie et non traitée de qualité supérieure. L'entrepreneur a également mis en place un processus de production de première qualité sur huit heures, regroupant absolument tout: mélange et fermentation des ingrédients, surgélation et emballage du pain →

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entièrement cuit. “Faire du pain, c’est comme faire un bon vin,” analyse Saillant. “Vous avez besoin de la bonne matière première, mais aussi du bon temps de vieillissement.”

En quelques mois, un grand four industriel alimentait deux chaînes de fabrication pouvant être aménagées pour confectionner des baguettes, ce célèbre pain français effilé à croûte croustillante, ou des ciabattas, fabriquées à partir de pâte feuilletée, coupées plutôt que modelées avant la cuisson, ce qui leur confère une texture plus légère et plus moelleuse qu’une baguette. Selon Saillant, la qualité de ses produits — qui sont expédiés congelés et peuvent être décongelés et vendus comme pain frais cuit au four par les clients, selon les besoins de chacun, et ce, jusqu’à 10 mois — a conquis les meilleurs détaillants dès le départ.

“Notre croissance a été énorme et elle a augmenté de façon constante depuis le premier jour,” commente Saillant. “La ciabatta a vraiment trouvé son créneau au Canada et aux États-Unis. Nous avons dépassé les chiffres de mon plan d’affaires original. Je doute que cela arrive très souvent.”

En plus de Costco et Sobeys/IGA au Canada, Boulart dessert Trader Joe’s et Whole Foods parmi sa longue liste de clients américains. “J’ai ciblé ces entreprises dans mon plan d’affaires parce que pour moi elles étaient des visionnaires [et] sont encore des meneurs dans leur milieu,” exprime Saillant. “Je suis du type mousquet, pas mitrailleuse — je suis patient. Je continue à frapper à leur porte, convaincu que mon produit peut leur apporter de la valeur ajoutée.”

En 2008, la demande était si forte pour les produits Boulart que Saillant a greffé une deuxième chaîne de production. Une troisième a également été ajoutée il y a quelques années après que Saillant ait fait l’acquisition d’un bâtiment voisin et l’ait parfaitement intégré à ce qui est devenu une usine de fabrication totalisant 125,000 pieds carrés. Aujourd’hui, environ 80 employés travaillent sur trois quarts de travail chez Boulart, laquelle fabrique quelque 2,500 baguettes à l’heure.

Saillant estime qu’environ 60 par cent de cette production est destinée au marché du détail: environ 60 par cent au Canada et 40 par cent aux États-Unis. Environ 90 par cent des produits de détail sont emballés sous des marques privées et 10 par cent portent le nom Boulart. L’autre 40 par cent de la production est destiné à l’industrie de la restauration, surtout dans des grands restaurants canadiens.

“ Tout le monde fabrique des ciabattas maintenant, et les gens copient ce que nous faisons. Mais nous sommes encore celui à battre. ”

En plus du succès commercial de l’entreprise — Saillant évalue le chiffre d’affaires à environ 50 millions de dollars par année — Boulart a également obtenu la reconnaissance de l’industrie nord-américaine. En avril dernier, par exemple, la compagnie a raflé trois FABI Awards 2017 de la National Restaurant Association pour trois produits nouveaux et innovateurs. Ces produits sont les bouchées de ciabattas cuites au four, emballées individuellement; les pains à sandwich plats faibles en calories; et les focaccias à l’huile d’olive et aux fines herbes, lesquelles, selon un communiqué de presse émis par la compagnie “aident à réduire le gaspillage alimentaire et à mieux gérer les quantités, comme elles sont cuites au four et congelées, ne demandant qu’à être décongelées et réchauffées au besoin.”

Saillant considère que l’innovation constitue la clé pour demeurer au sommet dans un milieu aussi hautement compétitif. “Tout le monde fabrique des ciabattas maintenant, et les gens copient ce que nous faisons,” déclare-t-il. “Mais nous sommes encore celui à battre.”

Dans l’avenir, Boulart continuera de se concentrer sur l’innovation et la qualité. “Nous sommes optimistes par nature et notre environnement est très cool,” poursuit Saillant, dont la fille Charlotte travaille à temps partiel au marketing et au service à la clientèle chez Boulart. “Nous sommes plus qu’une simple boulangerie. Nous aimons travailler avec les clients, afin que nous puissions mutuellement nous comprendre. Nous oeuvrons donc davantage dans les relations interpersonnelles.”



**Make it red**

Sensient Colors has announced its new SupraRed natural colour technology, a response to the lack of a heat-stable natural red colour for neutral pH baking and dry grocery products. Using vegetable juice, SupraRed allows manufacturers to deliver natural colours from botanical sources. Adding heat to baked goods can raise the pH balance, which means red anthocyanin colours can turn purple and beet sources can turn brown. SupraRed is ideal for red velvet baked foods, cookies, crackers, cakes, tortilla chips, bright red cereals and other dry grocery products. [www.sensient.com](http://www.sensient.com)



onto an accumulation conveyor for transport to the warehouse. The wooden pallet dispenser reduces the need for an operator, reducing the number of staff needed to maintain a high bag-filling rate. [www.bpsvibes.com](http://www.bpsvibes.com)

**Enhance retailer relationships**

Today business demands a continuing commitment to meet specified, and increasingly tight, delivery windows. Old Dominion, a carrier with most major national retailers, can help clients meet these demands with a range of expedited service offerings. Regardless of which service clients choose, OD tailors it to meet their exacting needs, monitoring shipments 24 hours a day, seven days a week to ensure on-time delivery. Clients will always know where their shipments are with 100% shipment visibility. OD also provides clients with one point of contact and thorough coordination and follow-through on every shipment. [www.odfl.ca](http://www.odfl.ca)



**Rotary tank cleaning**

Alfa Laval offers a rotary tank-cleaning machine that can save manufacturers time and water. Alfa Laval's TJ40G rotary tank-cleaning machine "uses a high-impact jet stream to effectively clean tough tank residues and minimize the risk of product contamination." The machine comes with four nozzles and can clean tanks 60 per cent faster than a static spray ball technology, using less water and fewer cleaning agents. [www.alfalaval.com](http://www.alfalaval.com)



**Protect with PhytoShield**

CK Ingredients has introduced its PhytoShield Flavor System, a series of customized solutions that deliver broad-spectrum antimicrobial activity effective against gram-positive and gram-negative bacteria, fungi, moulds and yeast — with performance comparable to or better than synthetic technologies. The antimicrobial efficacy of PhytoShield is created by the reaction of bioflavonoids, flavour components, polyphenols and other organic acids. This approach can translate into better overall product quality and a longer shelf life. And because PhytoShield is a natural flavour technology, it allows for cleaner label marketing. [www.ckingredients.com](http://www.ckingredients.com)



**Pallet dispenser**

The new bulk bag filler with wooden pallet dispenser from Best Process Solutions can automatically place an empty pallet under a bulk bag before filling. Between 14 and 16 pallets can be loaded for staging into the pallet dispenser, and are automatically removed from the stack and placed below the bulk bag before filling occurs. Once the bulk bag is filled, a power roller discharges the filled bulk bag and pallet

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(L - R) Aaron Harowitz and Zack Silverman, co-founders of Brutus Beverages.



## Brutus Beverages Inc. Vancouver, BC

Deanna Rosolen

The origins of the Caesar, or Bloody Caesar, might in some circles be up for debate. But for most Canadians it's our creation. A few years ago two friends, Aaron Harowitz and Zack Silverman, decided it was high time that the legendary drink made its proper home in Canada, too.

As the story goes (the *Globe and Mail* daily newspaper summed it up in "Hail Caesar!" by Jana G. Pruden, May 30, 2017), the Caesar was born in Calgary at the Calgary Inn in 1969. Its inventor was Walter Chell, who took his inspiration from an Italian dish, Spaghetti alle Vongole or Pasta alle Vongole (pasta with clams).

That same year, Motts began selling its ubiquitous pre-made Clamato mix in Canada and patented the key ingredient in Chell's Caesar, put it into a can and started selling it. Today, the *Globe and Mail* article reports, the company is behind 95 per cent of Canada's mixed Caesars.

This is where childhood friends Harowitz and Silverman come in. In late 2013, they introduced a made-in-Canada premium and all-natural Caesar

mix under the Walter Craft Caesar brand (an homage to the inventor) through their company Brutus Beverages Inc. "The idea for the brand," says Harowitz, "came from the fact that we recognized more and more people were looking for interesting unique craft products. We were looking for that in our own lives, too. But there wasn't that option for the Caesar."

The Walter Craft Caesar brand contains no MSG, high fructose corn syrup or artificial colours. The co-founders use real clam juice from a sustainable fishery in BC, and have partnered with the Vancouver Aquarium to make Walter Craft Caesar an Ocean-wise recommended product. Today there are two versions, RTD Classic Spice Walter and Mild Spice Walter (which consumers can spice up as they wish). This year the company also launched the Walter Craft Caesar Rim.

When they began Walter Craft Caesar, neither of the two entrepreneurs had experience in food and beverage packaged goods, although both had worked in the foodservice industry throughout school. At the time Harowitz was running an advertising design studio in Vancouver, while Silverman, a lawyer, was pursuing other ventures. After a year of creating a business plan and developing a recipe that worked, the duo made their first batch of about 2,000 bottles. But with no distributor and no sales force Harowitz recalls thinking, "how are we going to sell this now?" Fortunately they were

able to reach out to connections in the foodservice world, and within a couple of weeks sold their entire first batch. Since then Harowitz and Silverman have partnered with distributors and hired a sales director. They've grown steadily and now have nine employees. "We're proud to say that from launching the brand in a handful of stores and restaurants in Vancouver and Toronto, we're now available in restaurants, bars and grocery stores from coast to coast," says Harowitz. "We're also not running the office out of my spare bedroom anymore — we have proper offices! We certainly have come a long way." 🍷

### Q&A



#### Q: What challenges do you face today?

**Harowitz:** "At our core we are still very much a small independent craft brand that is Canadian-owned and run. We're working in a space that is dominated by brands and companies with vast resources that we can't even begin to fathom from a straight capital standpoint, from a sales and distribution network and logistics standpoint, and in terms of understanding and know-how. As a small brand we have to be creative about how we get our message out and how we position ourselves."

#### Q: What opportunities do you see?


**H:** "They are endless. Increasingly Canadians are becoming more educated about the products they choose to buy. We see natural, craft and local matters to them. We're excited to be leading the charge on that front. We continue to 'convert' people over to Walter Craft Caesar every day and there are still lots of people out there who haven't tried us or frankly haven't heard of us yet."



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