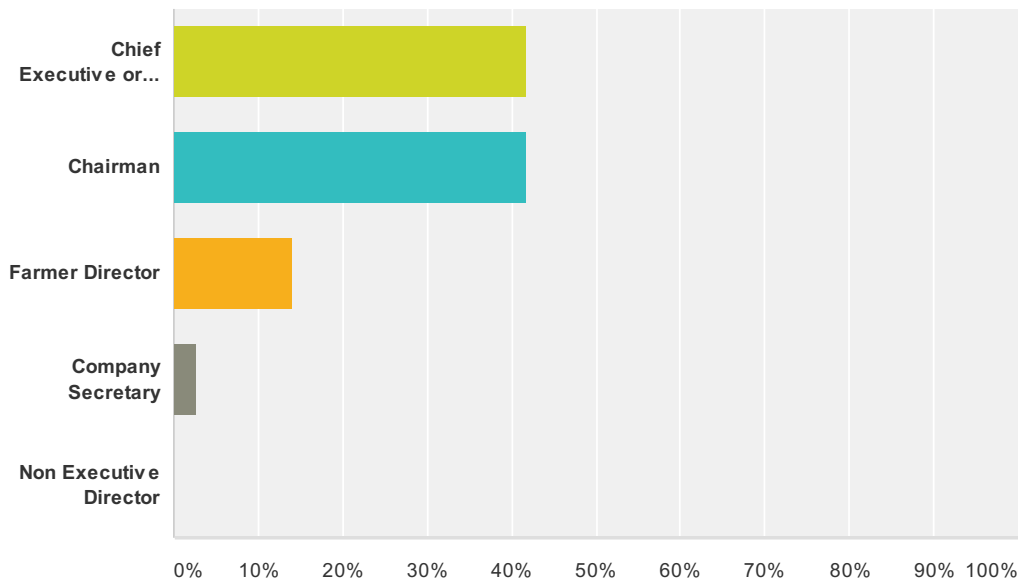


Q1 Please provide your name (optional)

Answered: 29 Skipped: 9

Q2 What is your position in the business?

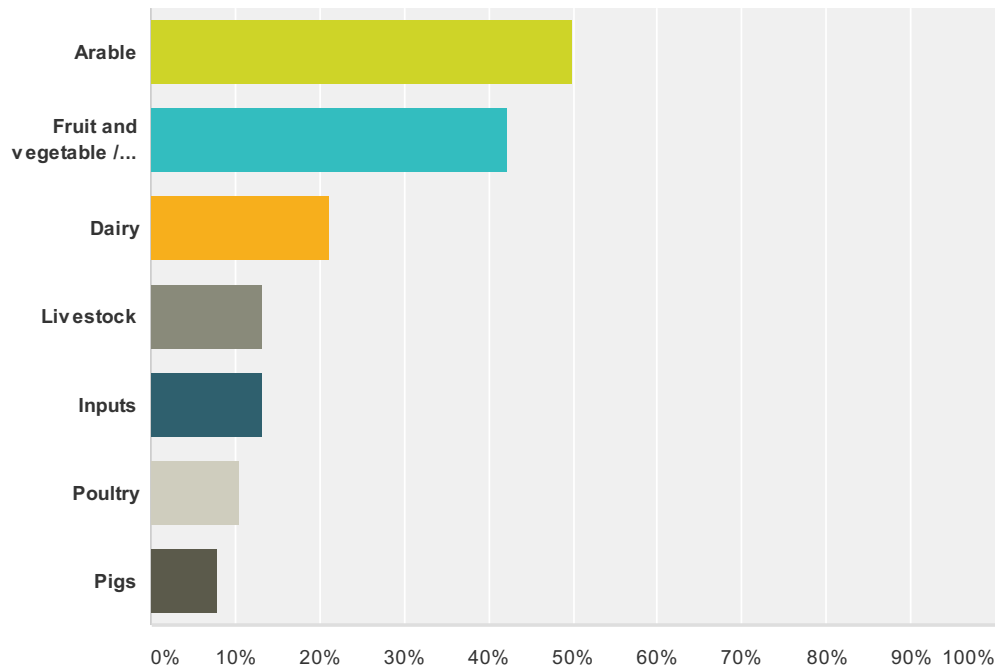
Answered: 36 Skipped: 2



Answer Choices	Responses	
Chief Executive or Managing Director	41.67%	15
Chairman	41.67%	15
Farmer Director	13.89%	5
Company Secretary	2.78%	1
Non Executive Director	0.00%	0
Total		36

Q3 Which sector do you operate in? (you may tick more than 1)

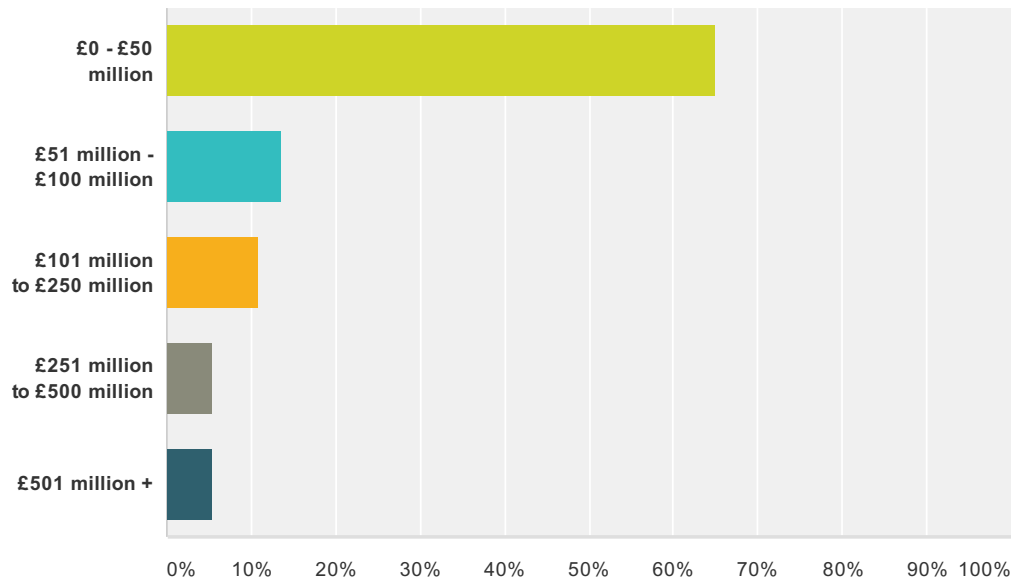
Answered: 38 Skipped: 0



Answer Choices	Responses	
Arable	50.00%	19
Fruit and vegetable / horticulture	42.11%	16
Dairy	21.05%	8
Livestock	13.16%	5
Inputs	13.16%	5
Poultry	10.53%	4
Pigs	7.89%	3
Total Respondents: 38		

Q4 What is the turnover of your cooperative or producer organisation?

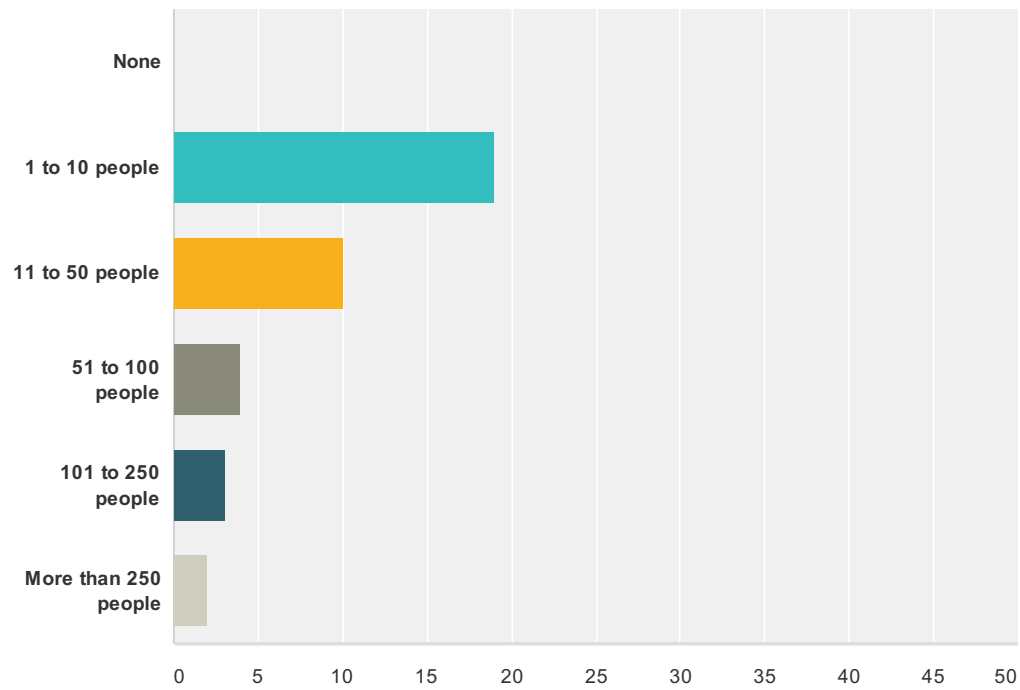
Answered: 37 Skipped: 1



Answer Choices	Responses	
£0 - £50 million	64.86%	24
£51 million - £100 million	13.51%	5
£101 million to £250 million	10.81%	4
£251 million to £500 million	5.41%	2
£501 million +	5.41%	2
Total		37

Q5 How many people does your cooperative or producer organisation employ?

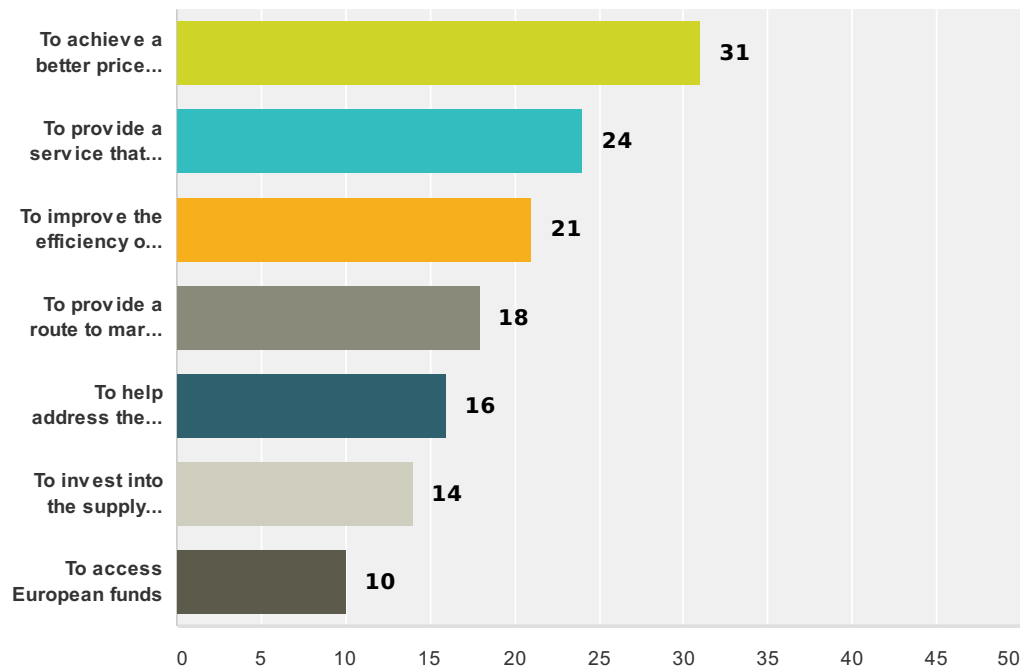
Answered: 38 Skipped: 0



Answer Choices	Responses
None	0.00% 0
1 to 10 people	50.00% 19
11 to 50 people	26.32% 10
51 to 100 people	10.53% 4
101 to 250 people	7.89% 3
More than 250 people	5.26% 2
Total	38

Q6 What are the aims and objectives of your cooperative or producer organisation? (You may tick more than 1)

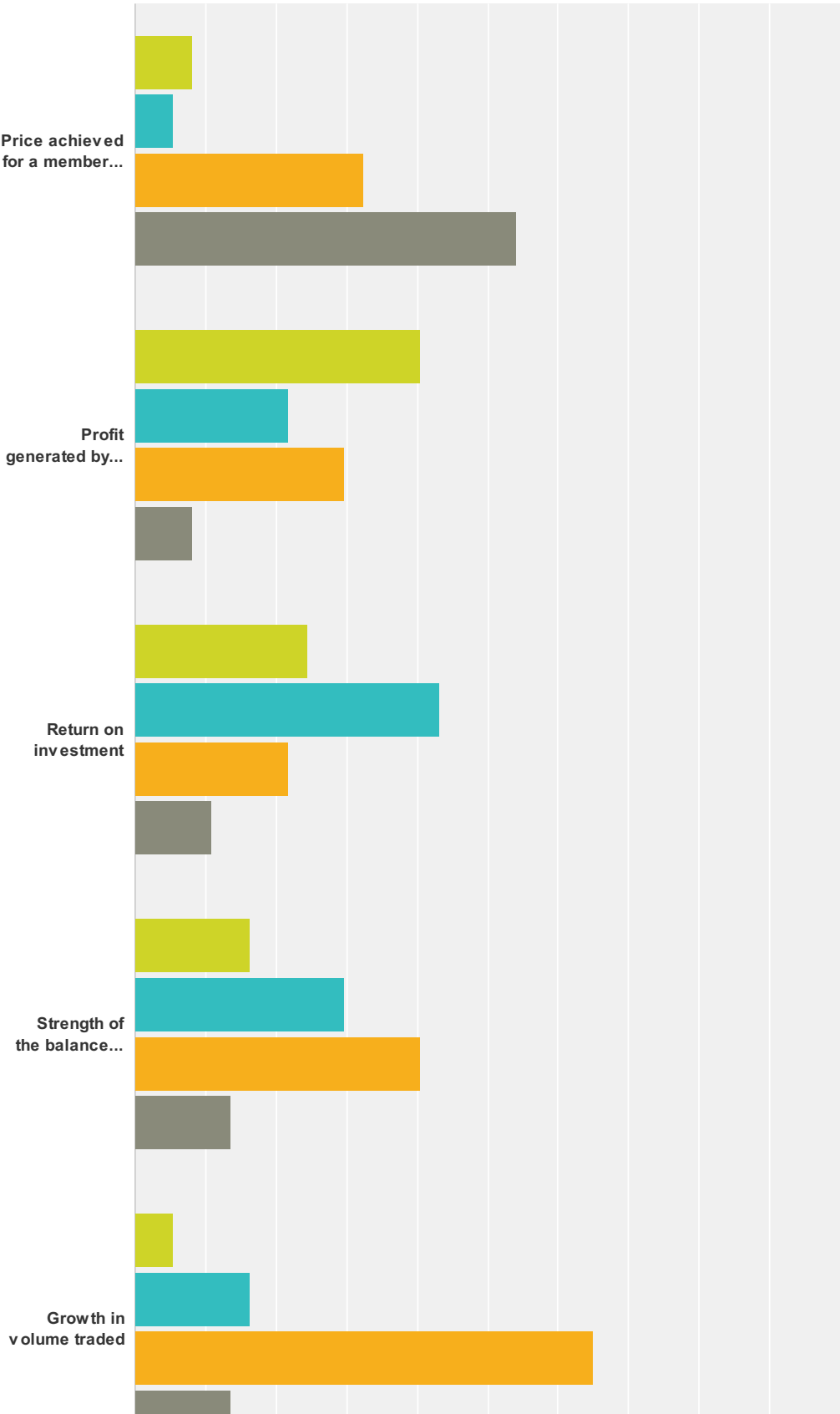
Answered: 36 Skipped: 2



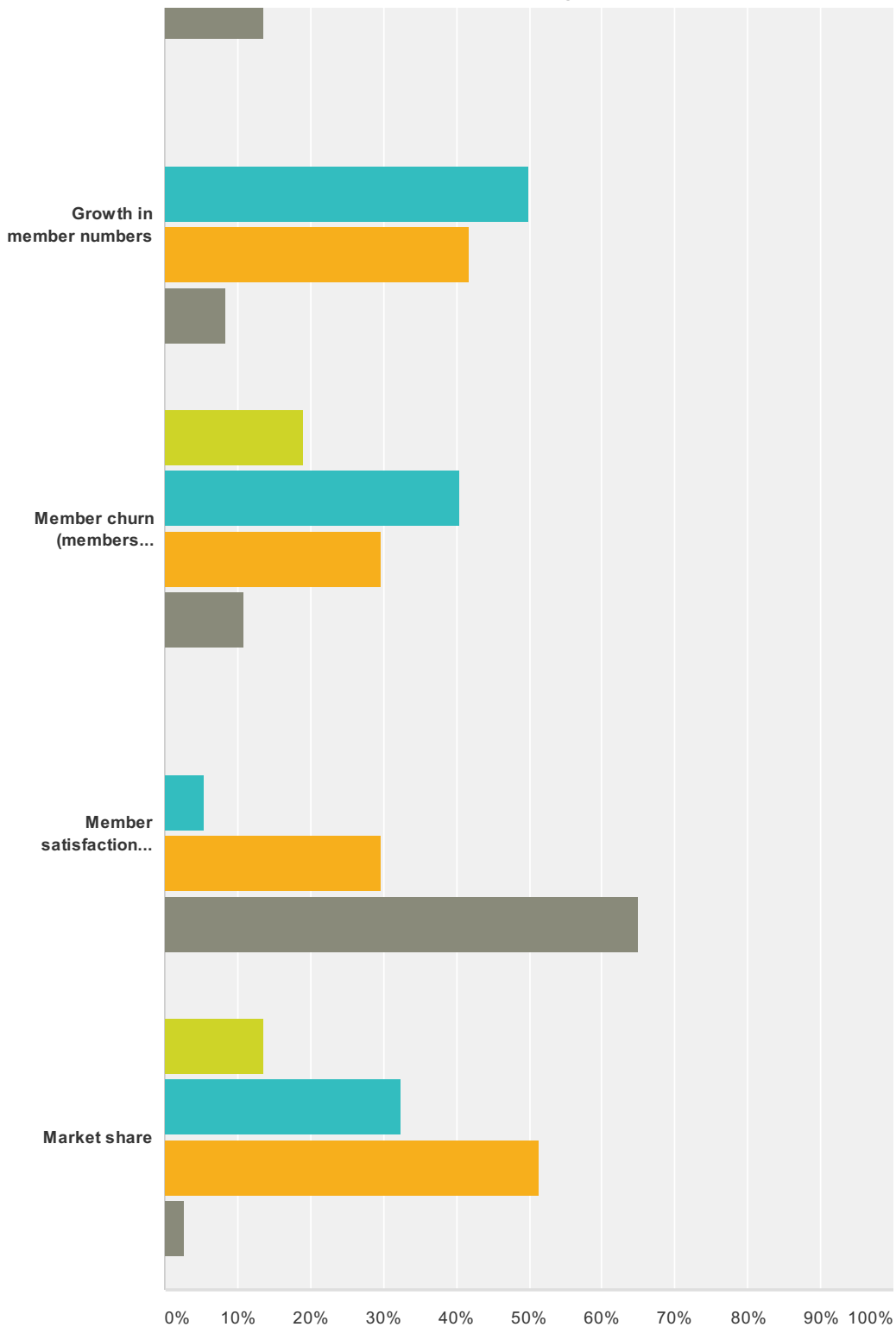
Answer Choices	Responses	
To achieve a better price for its members	86.11%	31
To provide a service that would otherwise not exist	66.67%	24
To improve the efficiency of on-farm operations and investment	58.33%	21
To provide a route to market that would otherwise not exist	50.00%	18
To help address the balance of power in the market place	44.44%	16
To invest into the supply chain to capture greater margin	38.89%	14
To access European funds	27.78%	10
Total Respondents: 36		

Q7 In terms of measuring success, how important are the following measures to your cooperative or producer organisation?

Answered: 37 Skipped: 1



Cooperatives and producer organisations



■ Not relevant
 ■ A useful measure
 ■ Important
 ■ Vital

	Not relevant	A useful measure	Important	Vital	Total	Average Rating
Price achieved for a member's product (e.g. price per tonne)	8.11% 3	5.41% 2	32.43% 12	54.05% 20	37	3.32
Profit generated by the cooperative or producer organisation	40.54% 15	21.62% 8	29.73% 11	8.11% 3	37	2.05
Return on investment	24.32% 9	43.24% 16	21.62% 8	10.81% 4	37	2.19

Cooperatives and producer organisations

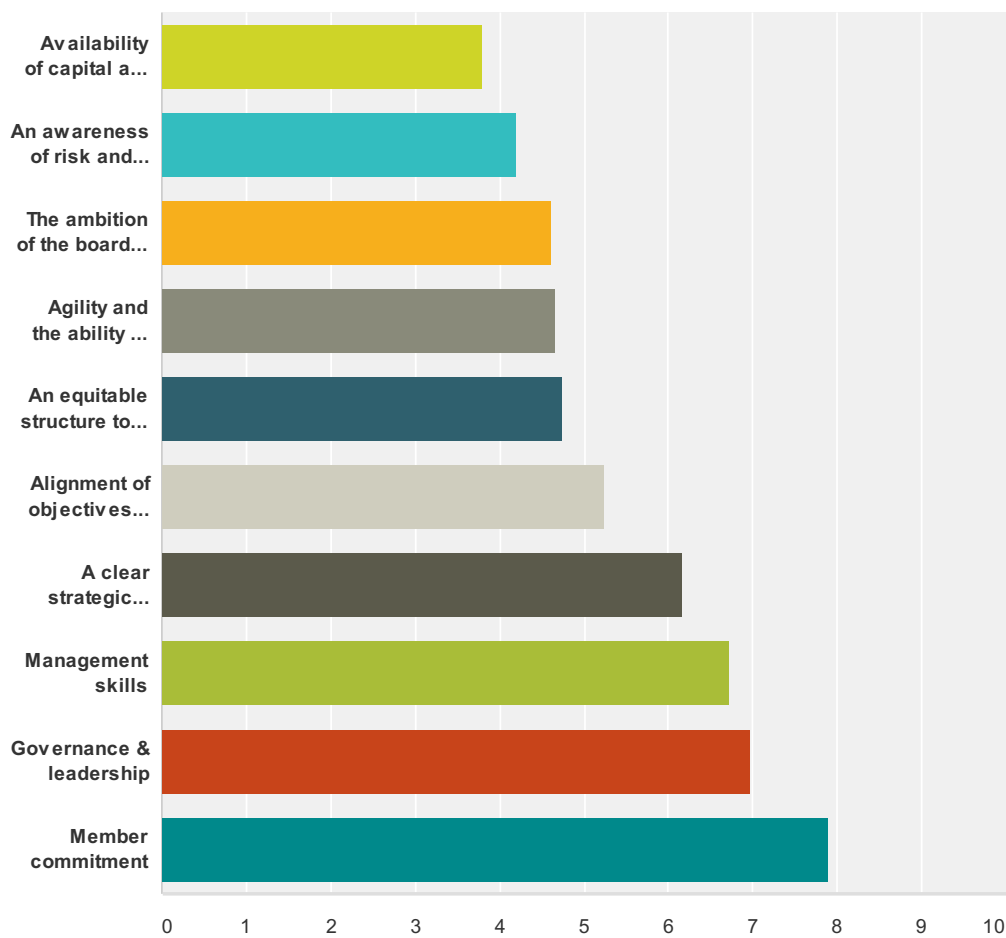
Strength of the balance sheet	16.22% 6	29.73% 11	40.54% 15	13.51% 5	37	2.51
Growth in volume traded	5.41% 2	16.22% 6	64.86% 24	13.51% 5	37	2.86
Growth in member numbers	0.00% 0	50.00% 18	41.67% 15	8.33% 3	36	2.58
Member churn (members leaving / joining)	18.92% 7	40.54% 15	29.73% 11	10.81% 4	37	2.32
Member satisfaction and 'happiness'	0.00% 0	5.41% 2	29.73% 11	64.86% 24	37	3.59
Market share	13.51% 5	32.43% 12	51.35% 19	2.70% 1	37	2.43

Q8 Are there any measures you use that we haven't listed and why do you use them?

Answered: 18 Skipped: 20

Q9 Please rank the following in terms of their importance to your cooperative or producer organisation (1 = most important. Note that the list will automatically reorder as you make your selection)

Answered: 37 Skipped: 1



	1	2	3	4	5	6	7	8	9	10	Total	Average Ranking
Availability of capital and finance	0.00% 0	5.41% 2	0.00% 0	8.11% 3	13.51% 5	16.22% 6	5.41% 2	10.81% 4	18.92% 7	21.62% 8	37	3.81
An awareness of risk and risk management procedures	2.70% 1	2.70% 1	5.41% 2	13.51% 5	8.11% 3	18.92% 7	5.41% 2	0.00% 0	21.62% 8	21.62% 8	37	4.19
The ambition of the board and management	2.70% 1	8.11% 3	5.41% 2	8.11% 3	13.51% 5	10.81% 4	8.11% 3	21.62% 8	8.11% 3	13.51% 5	37	4.62
Agility and the ability to respond to changing events	5.41% 2	5.41% 2	2.70% 1	16.22% 6	8.11% 3	13.51% 5	10.81% 4	10.81% 4	8.11% 3	18.92% 7	37	4.65

Cooperatives and producer organisations

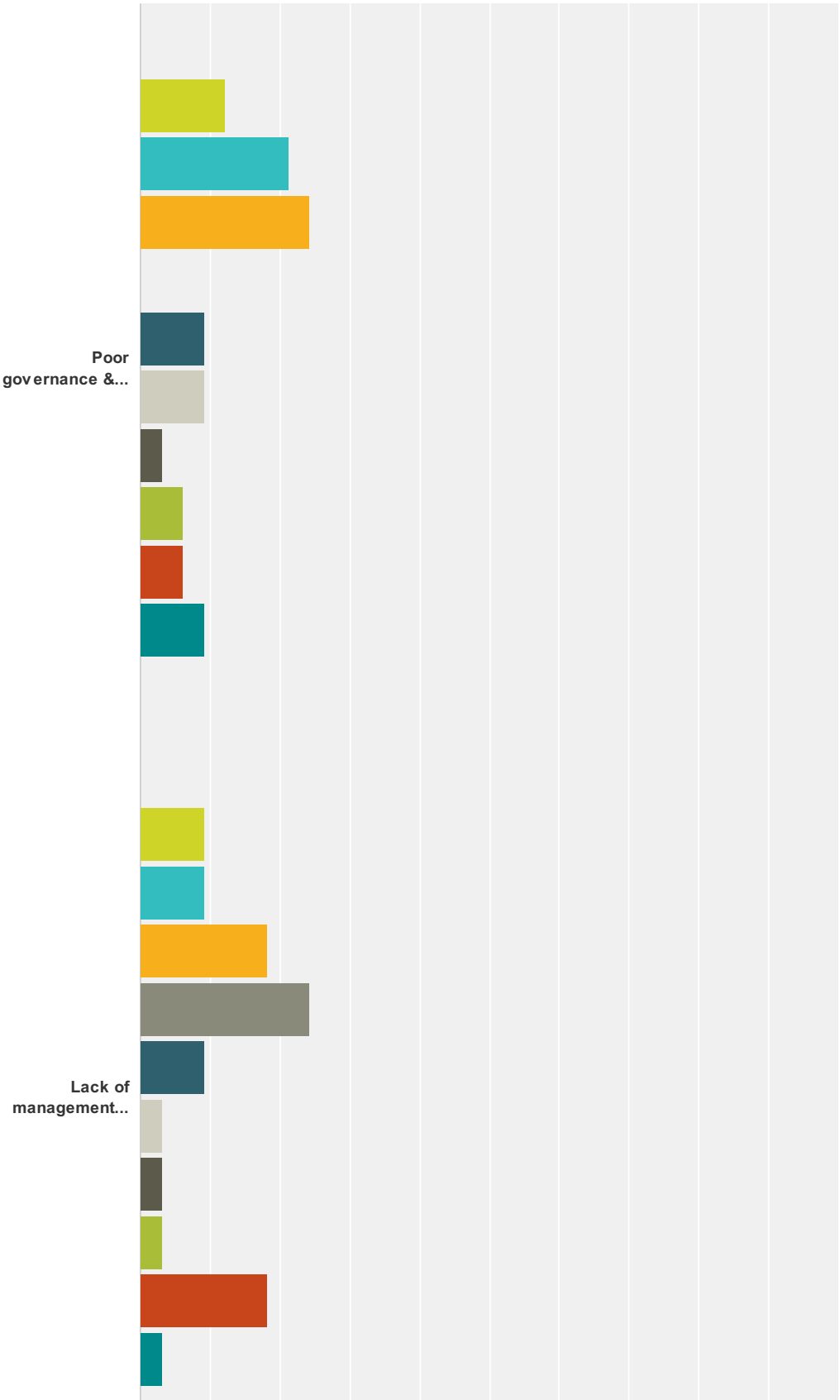
An equitable structure to share the benefits between members	8.11% 3	8.11% 3	5.41% 2	5.41% 2	5.41% 2	8.11% 3	18.92% 7	18.92% 7	10.81% 4	10.81% 4	37	4.73
Alignment of objectives between members, the board and management	2.70% 1	10.81% 4	16.22% 6	10.81% 4	8.11% 3	5.41% 2	10.81% 4	10.81% 4	18.92% 7	5.41% 2	37	5.24
A clear strategic direction with appropriate measures and KPIs	16.22% 6	5.41% 2	13.51% 5	8.11% 3	10.81% 4	10.81% 4	18.92% 7	13.51% 5	2.70% 1	0.00% 0	37	6.16
Management skills	10.81% 4	10.81% 4	24.32% 9	16.22% 6	13.51% 5	5.41% 2	5.41% 2	5.41% 2	5.41% 2	2.70% 1	37	6.73
Governance & leadership	13.51% 5	24.32% 9	16.22% 6	13.51% 5	5.41% 2	8.11% 3	5.41% 2	2.70% 1	5.41% 2	5.41% 2	37	6.97
Member commitment	37.84% 14	18.92% 7	10.81% 4	0.00% 0	13.51% 5	2.70% 1	10.81% 4	5.41% 2	0.00% 0	0.00% 0	37	7.89

Q10 Are there any other factors that are important to the success of your cooperative or producer organisation and why?

Answered: 17 Skipped: 21

Q11 Rank the following in terms of how big a barrier they are to the success of your cooperative or producer organisation (1= most important)

Answered: 33 Skipped: 5



Cooperatives and producer organisations

Low levels of
member...

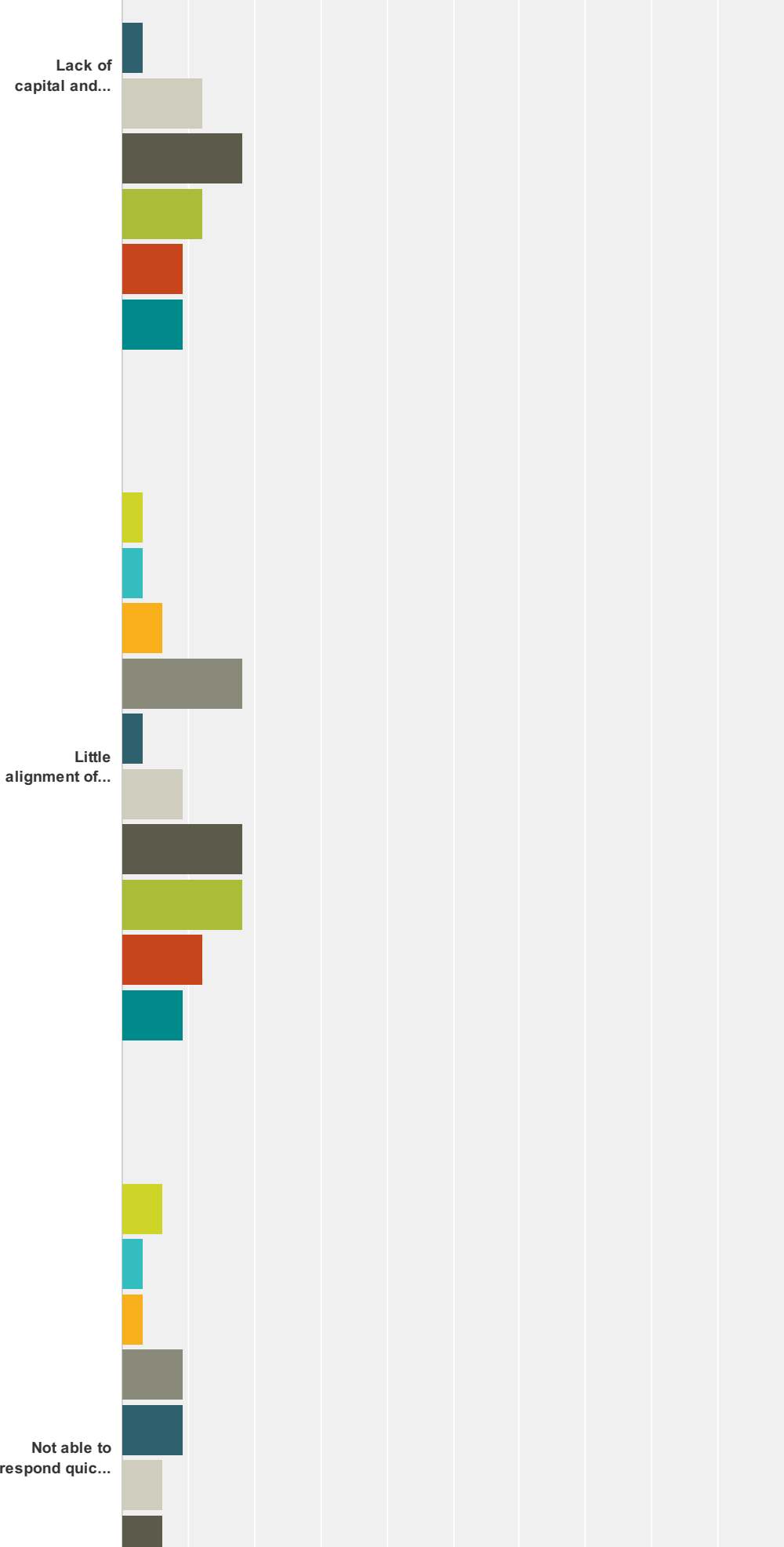
Little
ambition fro...

Cooperatives and producer organisations

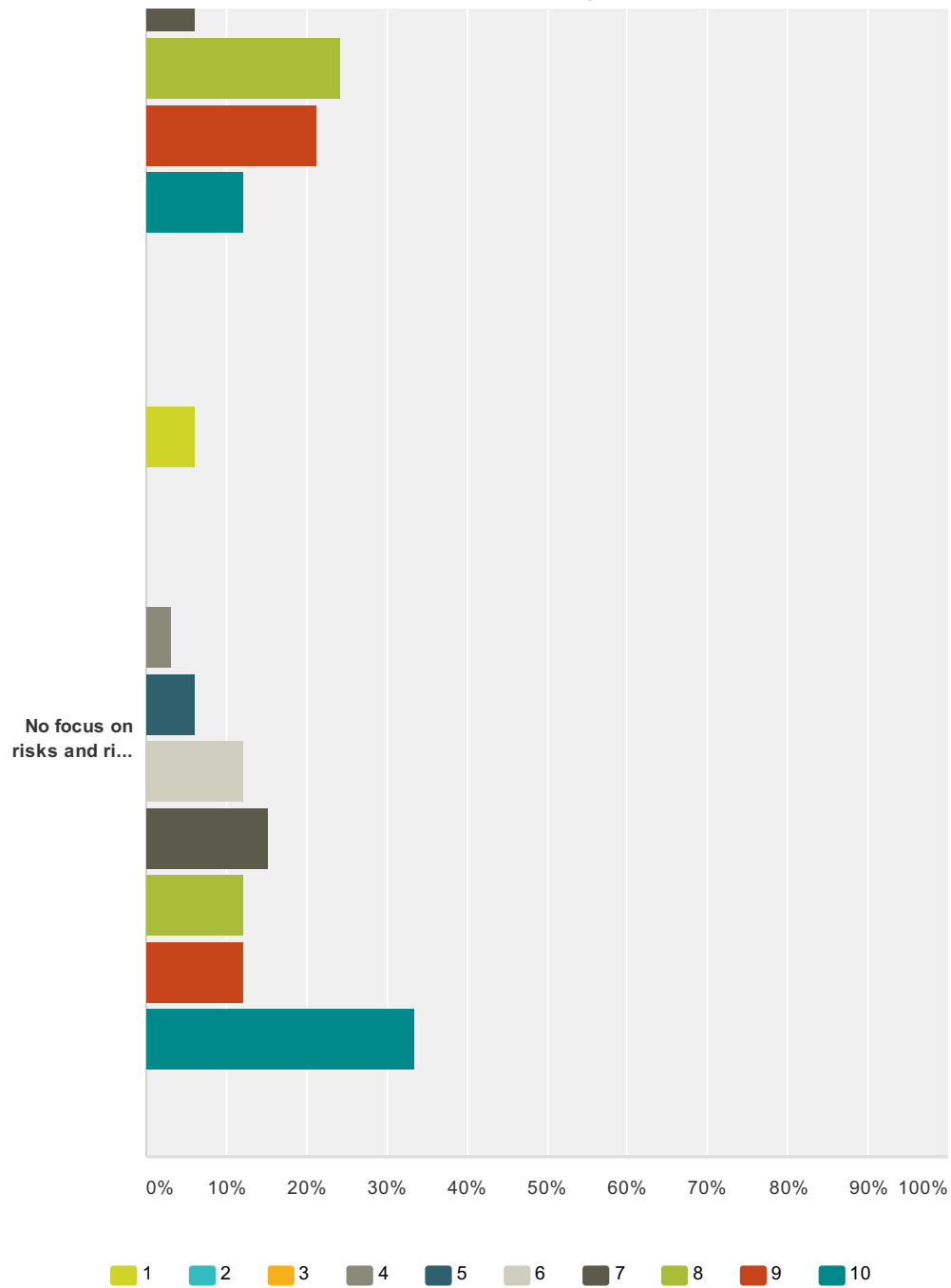
Lack of clear
strategic...

Inequitable
treatment...

Cooperatives and producer organisations



Cooperatives and producer organisations



	1	2	3	4	5	6	7	8	9	10	Total	Average Ranking
Poor governance & leadership	12.12% 4	21.21% 7	24.24% 8	0.00% 0	9.09% 3	9.09% 3	3.03% 1	6.06% 2	6.06% 2	9.09% 3	33	6.58
Lack of management skills	9.09% 3	9.09% 3	18.18% 6	24.24% 8	9.09% 3	3.03% 1	3.03% 1	3.03% 1	18.18% 6	3.03% 1	33	6.18
Low levels of member commitment	33.33% 11	24.24% 8	15.15% 5	9.09% 3	9.09% 3	0.00% 0	0.00% 0	6.06% 2	0.00% 0	3.03% 1	33	8.12
Little ambition from the board and management	0.00% 0	6.06% 2	12.12% 4	24.24% 8	21.21% 7	9.09% 3	9.09% 3	3.03% 1	9.09% 3	6.06% 2	33	5.64

Cooperatives and producer organisations

Lack of clear strategic direction and measures	9.09% 3	9.09% 3	12.12% 4	12.12% 4	18.18% 6	15.15% 5	18.18% 6	3.03% 1	3.03% 1	0.00% 0	33	6.27
Inequitable treatment between members	3.03% 1	12.12% 4	3.03% 1	0.00% 0	12.12% 4	24.24% 8	9.09% 3	12.12% 4	9.09% 3	15.15% 5	33	4.64
Lack of capital and finance	18.18% 6	12.12% 4	6.06% 2	0.00% 0	3.03% 1	12.12% 4	18.18% 6	12.12% 4	9.09% 3	9.09% 3	33	5.55
Little alignment of objectives between members, the board and management	3.03% 1	3.03% 1	6.06% 2	18.18% 6	3.03% 1	9.09% 3	18.18% 6	18.18% 6	12.12% 4	9.09% 3	33	4.58
Not able to respond quickly to changing events	6.06% 2	3.03% 1	3.03% 1	9.09% 3	9.09% 3	6.06% 2	6.06% 2	24.24% 8	21.21% 7	12.12% 4	33	4.12
No focus on risks and risk management	6.06% 2	0.00% 0	0.00% 0	3.03% 1	6.06% 2	12.12% 4	15.15% 5	12.12% 4	12.12% 4	33.33% 11	33	3.33

Q12 Are there any other barriers to success not listed above and why are they barriers?

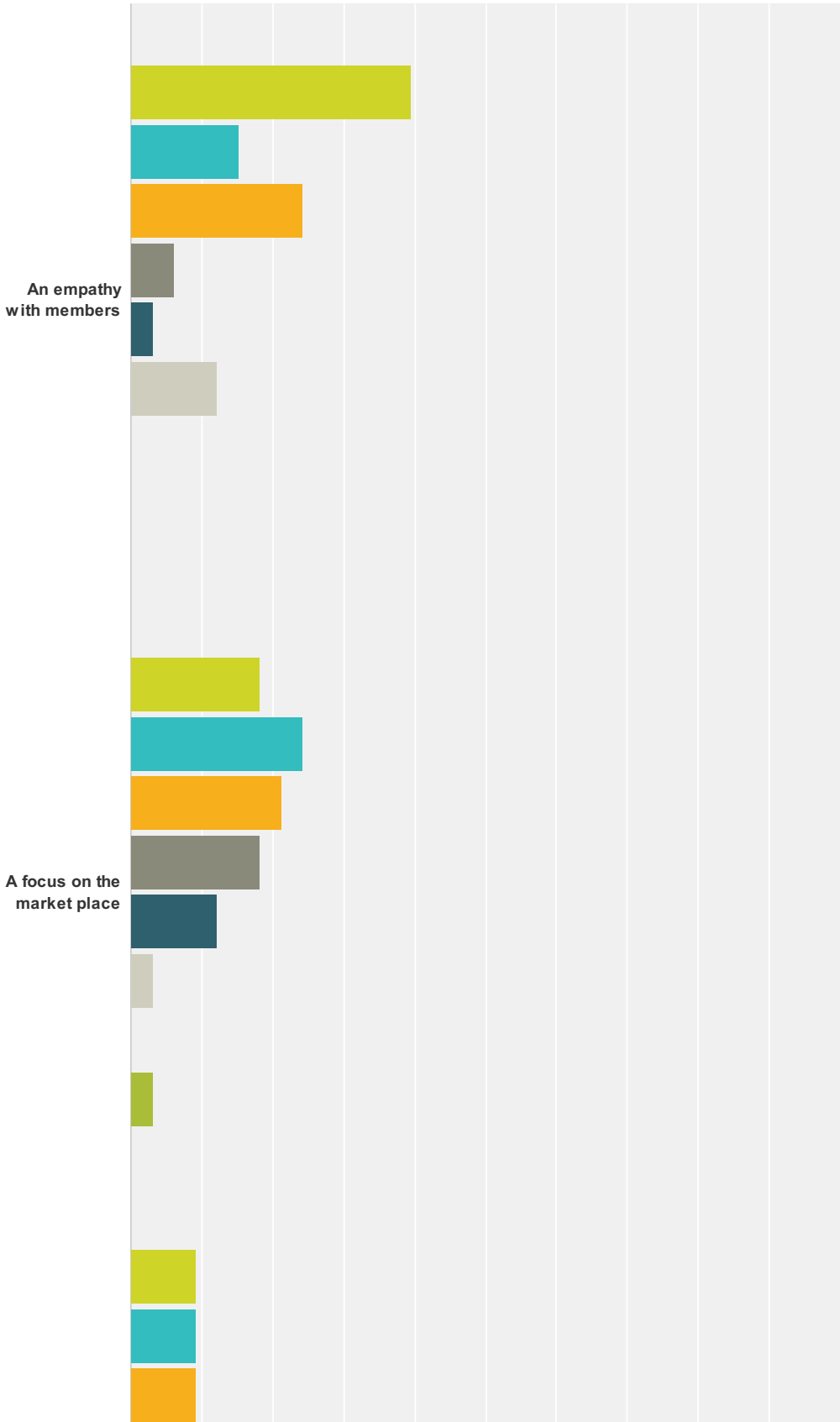
Answered: 17 Skipped: 21

Q13 How does your cooperative or producer organisation ensure that management is aligned and incentivised to deliver against the businesses objectives?

Answered: 24 Skipped: 14

Q14 Please rank what you believe are the key attributes required in cooperative or producer organisation senior management? (1= most important)

Answered: 33 Skipped: 5



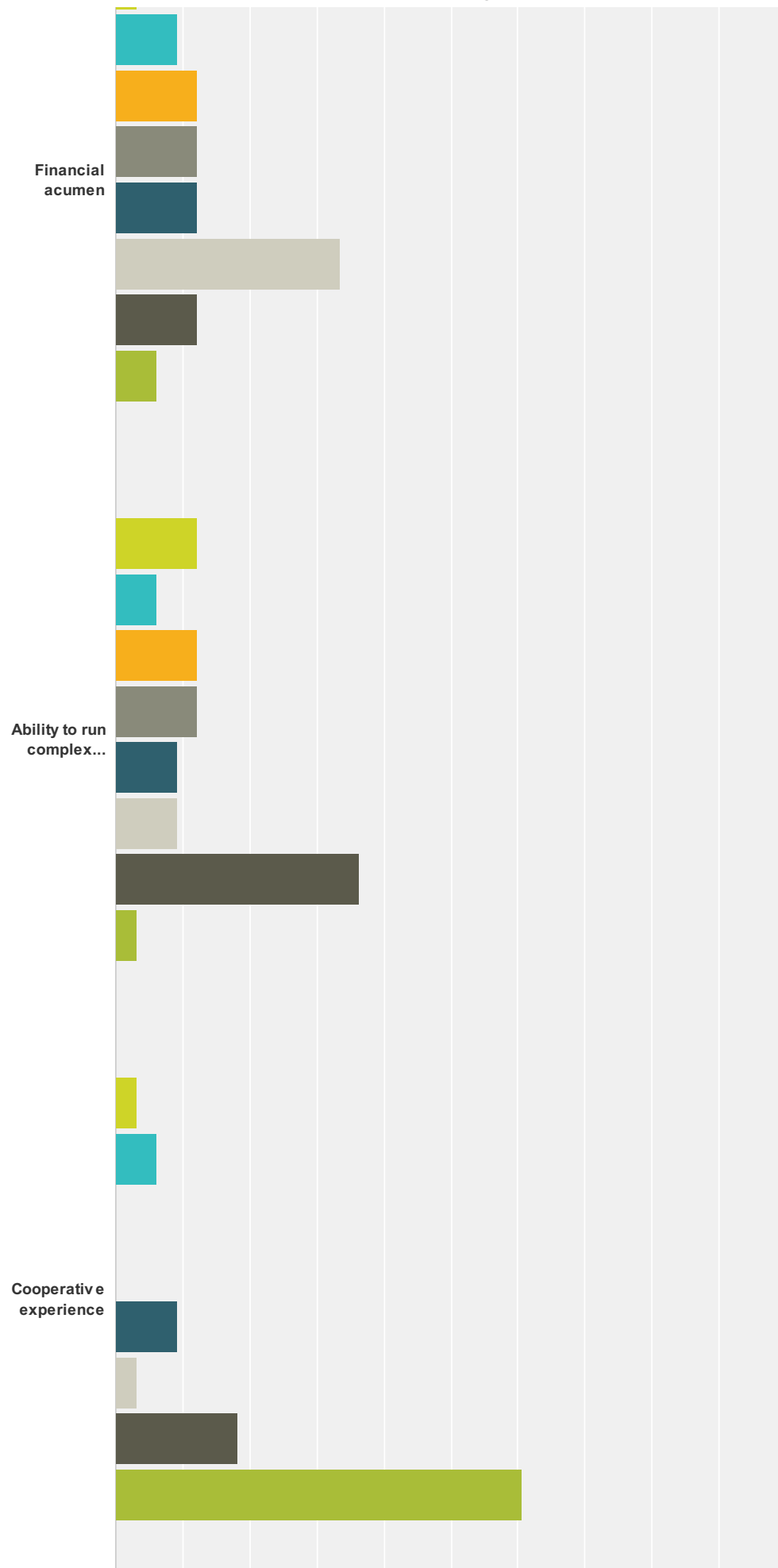
Cooperatives and producer organisations

Ambition and
tenacity

An
entrepreneur...

Good
communicator

Cooperatives and producer organisations



Cooperatives and producer organisations

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

1 2 3 4 5 6 7 8

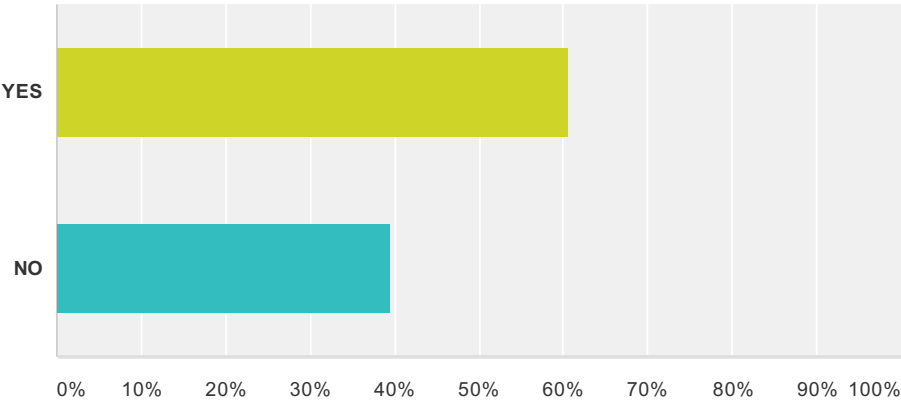
	1	2	3	4	5	6	7	8	Total	Average Ranking
An empathy with members	39.39% 13	15.15% 5	24.24% 8	6.06% 2	3.03% 1	12.12% 4	0.00% 0	0.00% 0	33	6.45
A focus on the market place	18.18% 6	24.24% 8	21.21% 7	18.18% 6	12.12% 4	3.03% 1	0.00% 0	3.03% 1	33	5.94
Ambition and tenacity	9.09% 3	9.09% 3	9.09% 3	18.18% 6	15.15% 5	18.18% 6	15.15% 5	6.06% 2	33	4.33
An entrepreneurial attitude	12.12% 4	6.06% 2	3.03% 1	18.18% 6	18.18% 6	15.15% 5	12.12% 4	15.15% 5	33	4.06
Good communicator	3.03% 1	24.24% 8	18.18% 6	15.15% 5	21.21% 7	6.06% 2	6.06% 2	6.06% 2	33	5.00
Financial acumen	3.03% 1	9.09% 3	12.12% 4	12.12% 4	12.12% 4	33.33% 11	12.12% 4	6.06% 2	33	4.00
Ability to run complex operations and businesses	12.12% 4	6.06% 2	12.12% 4	12.12% 4	9.09% 3	9.09% 3	36.36% 12	3.03% 1	33	4.12
Cooperative experience	3.03% 1	6.06% 2	0.00% 0	0.00% 0	9.09% 3	3.03% 1	18.18% 6	60.61% 20	33	2.09

Q15 Are there any other attributes that you believe make a good cooperative / producer organisation leader?

Answered: 17 Skipped: 21

Q16 In your experience are farmers more willing to join a cooperative or producer organisation now than they were five years ago?

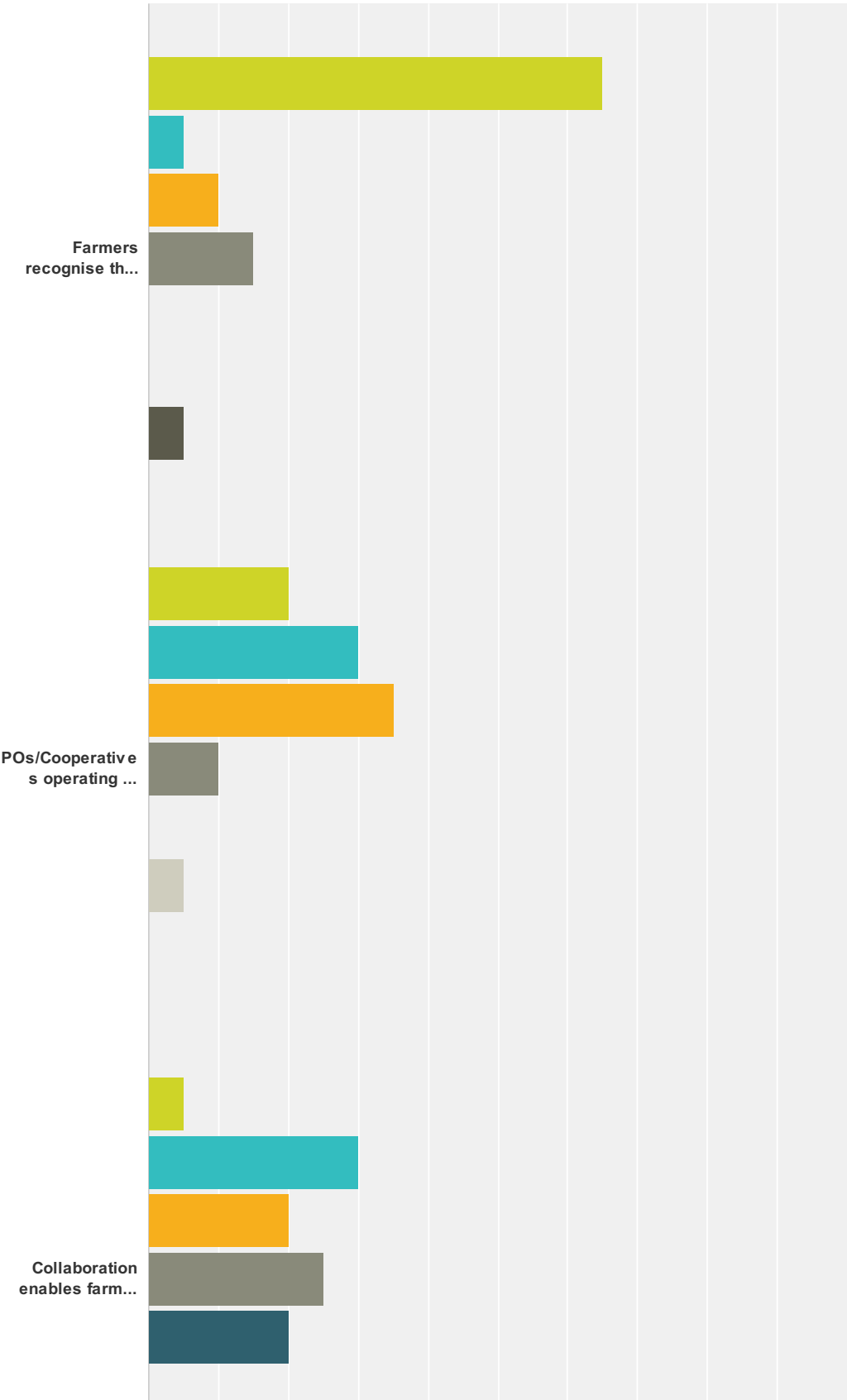
Answered: 33 Skipped: 5



Answer Choices	Responses	
YES	60.61%	20
NO	39.39%	13
Total		33

Q17 Please rank why you think farmers are more willing to join a cooperative or producer organisation now than they were before (1=most important)

Answered: 20 Skipped: 18



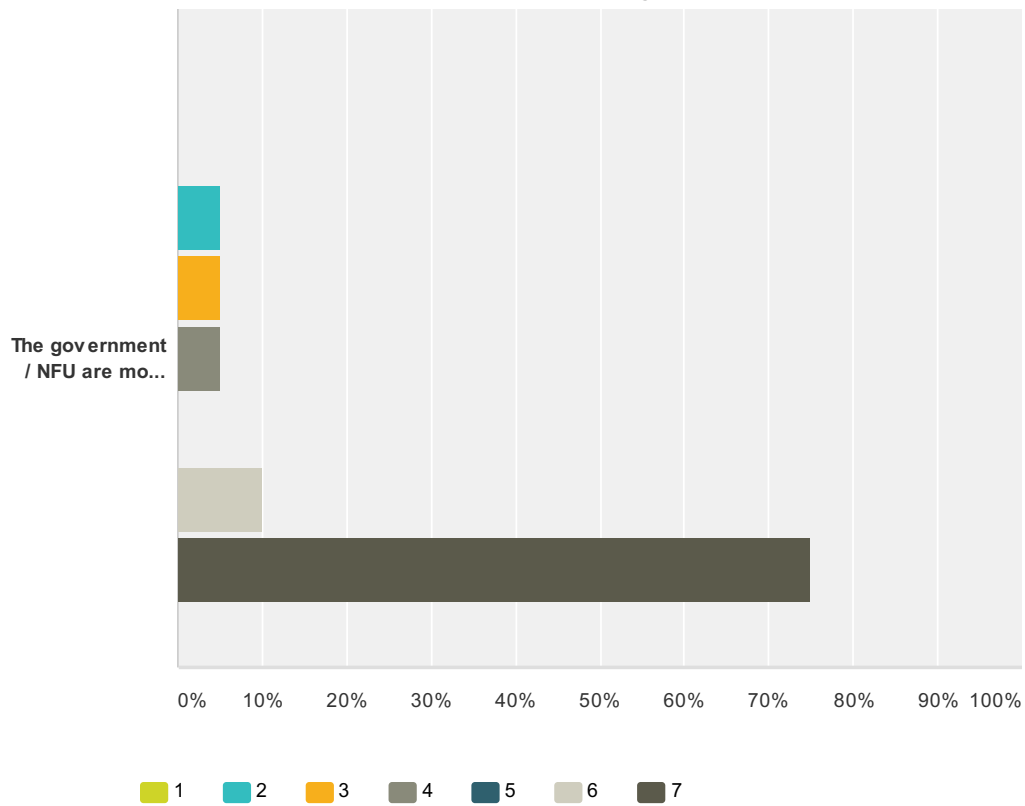
Cooperatives and producer organisations

Government
support has...

Collaboration
is become mo...

A new
generation o...

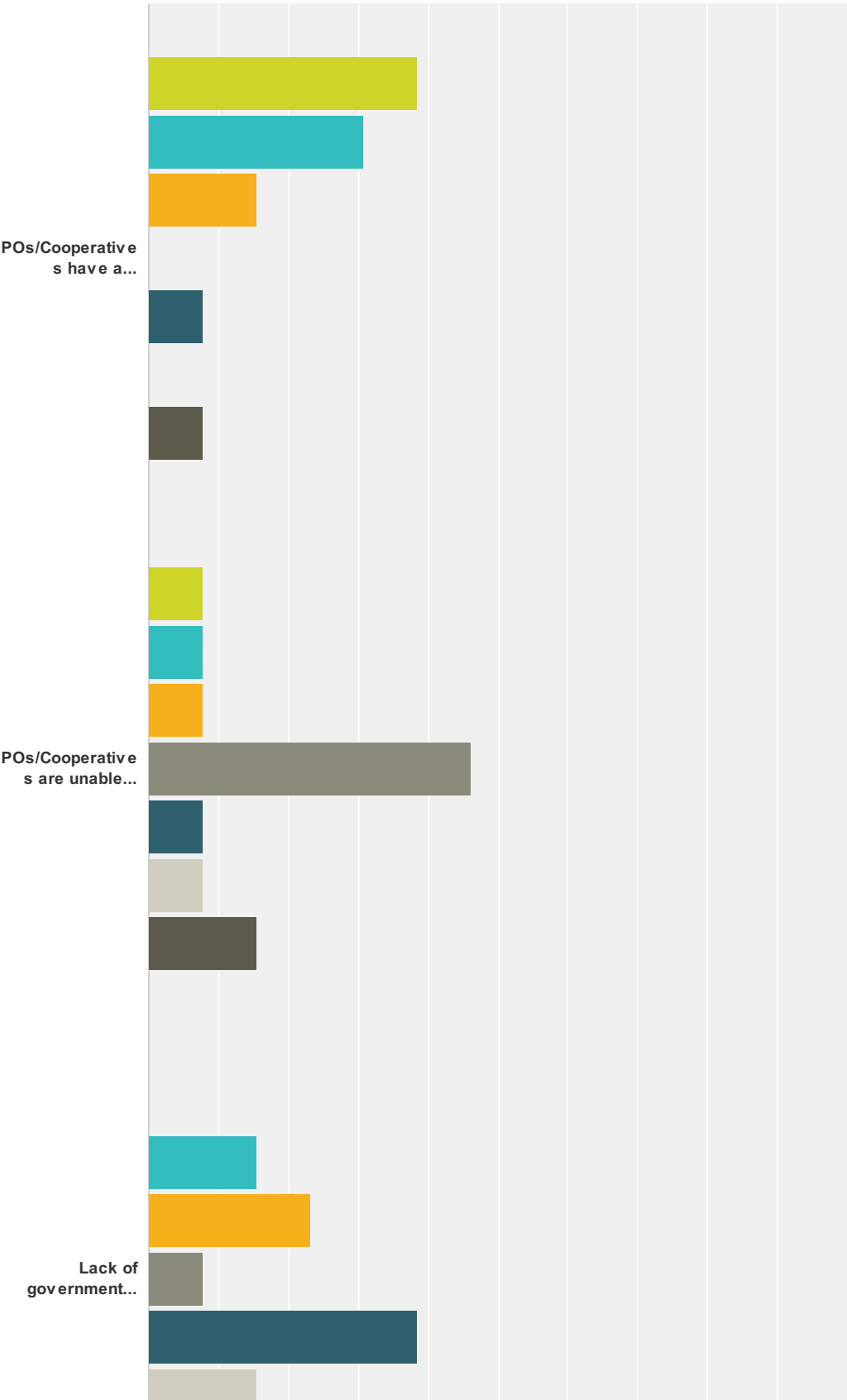
Cooperatives and producer organisations



	1	2	3	4	5	6	7	Total	Average Ranking
Farmers recognise that they need to gain more power in the market place	65.00% 13	5.00% 1	10.00% 2	15.00% 3	0.00% 0	0.00% 0	5.00% 1	20	6.00
POs/Cooperatives operating in the UK are proving that they can be successful	20.00% 4	30.00% 6	35.00% 7	10.00% 2	0.00% 0	5.00% 1	0.00% 0	20	5.45
Collaboration enables farmers to better meet customer demands	5.00% 1	30.00% 6	20.00% 4	25.00% 5	20.00% 4	0.00% 0	0.00% 0	20	4.75
Government support has reduced leaving farmers more exposed to greater uncertainty and volatility	0.00% 0	5.00% 1	5.00% 1	15.00% 3	35.00% 7	30.00% 6	10.00% 2	20	2.90
Collaboration is become more common	5.00% 1	10.00% 2	5.00% 1	15.00% 3	30.00% 6	30.00% 6	5.00% 1	20	3.35
A new generation of farmers is coming into the industry with different attitudes	5.00% 1	15.00% 3	20.00% 4	15.00% 3	15.00% 3	25.00% 5	5.00% 1	20	3.85
The government / NFU are more supportive of collaborative activity	0.00% 0	5.00% 1	5.00% 1	5.00% 1	0.00% 0	10.00% 2	75.00% 15	20	1.70

Q18 Rank in order why you think farmers are less willing to join a cooperative or producer organisation now than before (1=most important):

Answered: 13 Skipped: 25



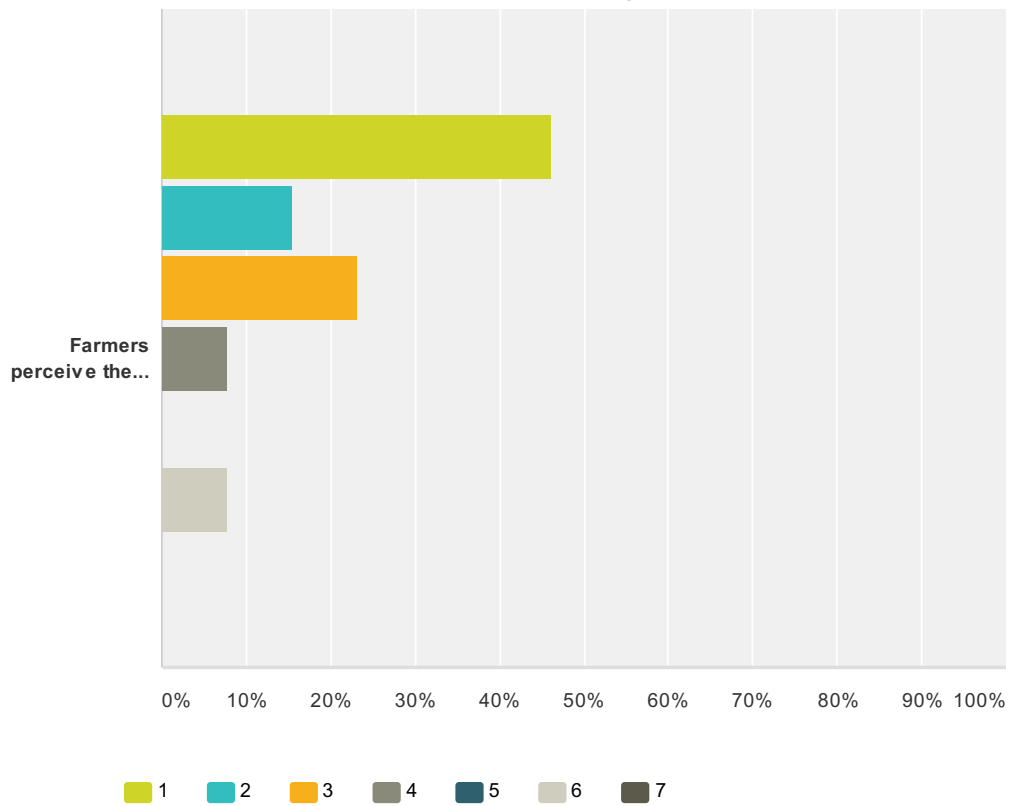
Cooperatives and producer organisations

Lack of NFU support

Commodity prices are...

Many POs/Cooperat...

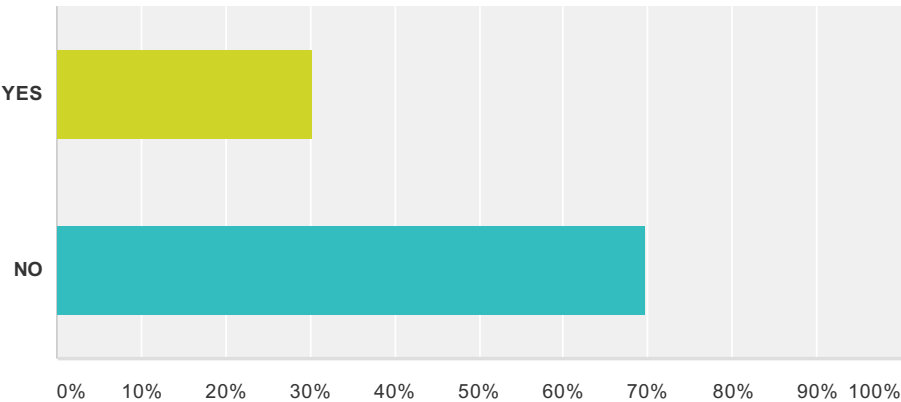
Cooperatives and producer organisations



	1	2	3	4	5	6	7	Total	Average Ranking
POs/Cooperatives have a tarnished reputation following a number of high profile failures	38.46% 5	30.77% 4	15.38% 2	0.00% 0	7.69% 1	0.00% 0	7.69% 1	13	5.62
POs/Cooperatives are unable to perform as well as corporate or family owned businesses	7.69% 1	7.69% 1	7.69% 1	46.15% 6	7.69% 1	7.69% 1	15.38% 2	13	3.77
Lack of government support	0.00% 0	15.38% 2	23.08% 3	7.69% 1	38.46% 5	15.38% 2	0.00% 0	13	3.85
Lack of NFU support	0.00% 0	0.00% 0	0.00% 0	15.38% 2	15.38% 2	38.46% 5	30.77% 4	13	2.15
Commodity prices are likely to increase over the long-term hence the role of the PO/Cooperative is less important	0.00% 0	0.00% 0	7.69% 1	15.38% 2	30.77% 4	15.38% 2	30.77% 4	13	2.54
Many POs/Cooperatives require the farmer to invest substantial funds	7.69% 1	30.77% 4	23.08% 3	7.69% 1	0.00% 0	15.38% 2	15.38% 2	13	4.31
Farmers perceive they lose autonomy when they become a member of a PO/cooperative	46.15% 6	15.38% 2	23.08% 3	7.69% 1	0.00% 0	7.69% 1	0.00% 0	13	5.77

Q19 Are you a producer organisation under the fruit and vegetable aid scheme?

Answered: 33 Skipped: 5



Answer Choices	Responses
YES	30.30%10
NO	69.70%23
Total	33

Q20 You may be aware that producer organisations have recently been introduced into the dairy sector and that there are proposals to introduce them into other sectors such as arable and livestock. Note that there is no operational funding attached to POs in other sectors. Given your experience with POs under the fruit and vegetable aid scheme what do you think the benefits would be for farmers in other sectors to join or set up a PO?

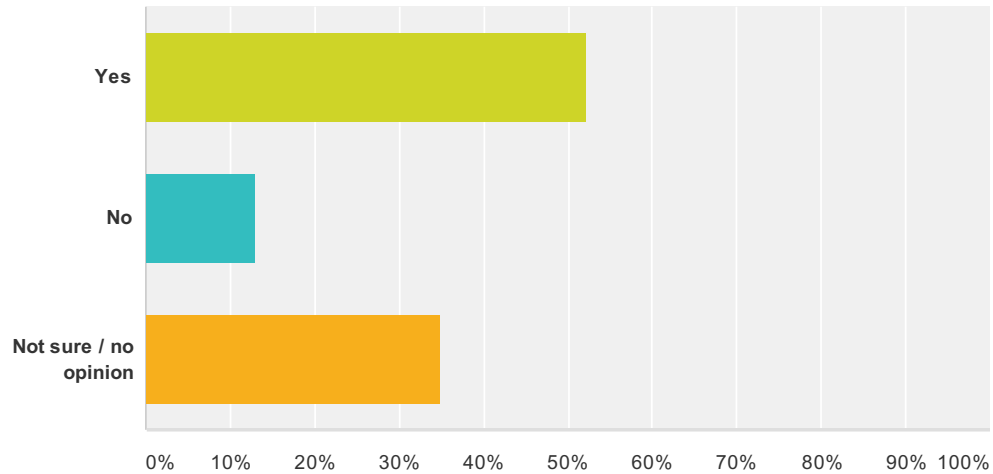
Answered: 9 Skipped: 29

Q21 What possible downsides are there to the introduction of the PO model in other sectors?

Answered: 9 Skipped: 29

Q22 You may be aware that producer organisations have recently been introduced into the dairy sector and that there are proposals to introduce them into other sectors such as arable and livestock. Do you see this as a positive development?

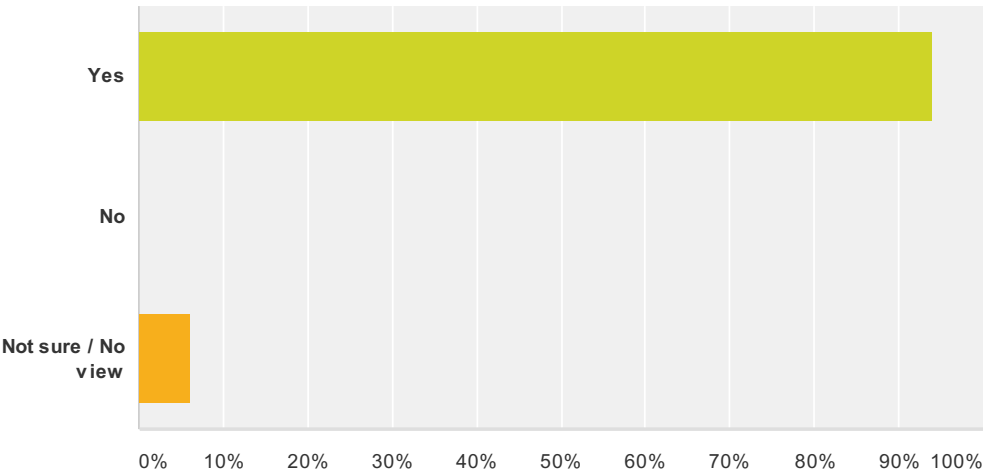
Answered: 23 Skipped: 15



Answer Choices	Responses	
Yes	52.17%	12
No	13.04%	3
Not sure / no opinion	34.78%	8
Total		23

Q23 Are we likely to see more vertical supply chain collaboration in the future?

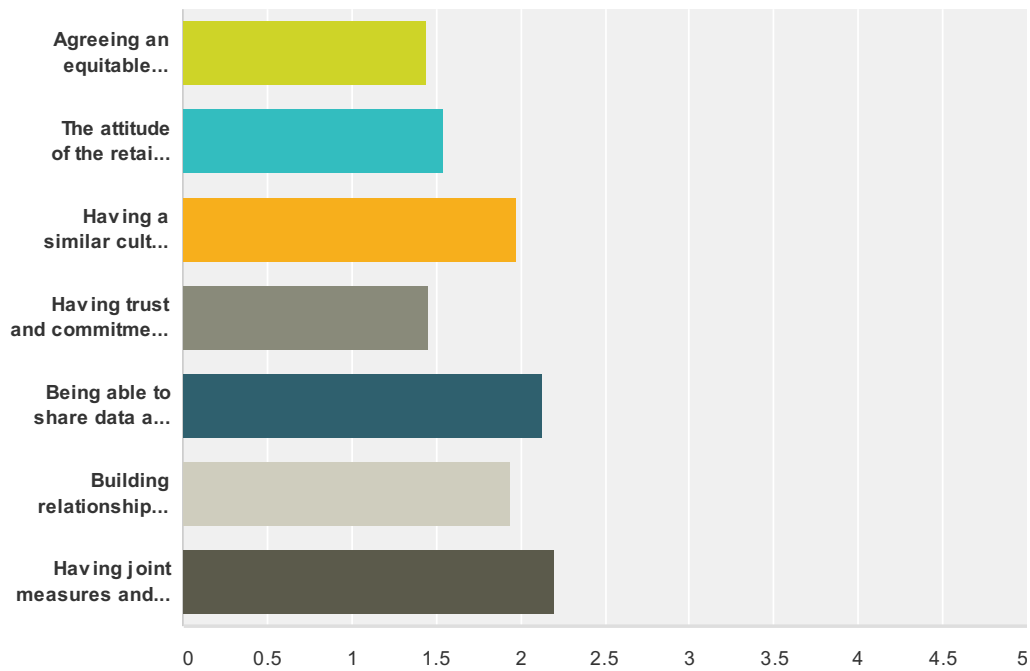
Answered: 33 Skipped: 5



Answer Choices	Responses	
Yes	93.94%	31
No	0.00%	0
Not sure / No view	6.06%	2
Total		33

Q24 How important are the following to making vertical supply chain collaboration work?

Answered: 32 Skipped: 6



	Very important	Important	Useful	Not important	Total	Average Rating
Agreeing an equitable mechanism to share risks and rewards	59.38% 19	37.50% 12	3.13% 1	0.00% 0	32	1.44
The attitude of the retail sector	51.61% 16	41.94% 13	6.45% 2	0.00% 0	31	1.55
Having a similar culture between supply chain partners	25.00% 8	56.25% 18	15.63% 5	3.13% 1	32	1.97
Having trust and commitment between supply chain partners	61.29% 19	32.26% 10	6.45% 2	0.00% 0	31	1.45
Being able to share data and knowledge (e.g. linked IT systems)	16.13% 5	54.84% 17	29.03% 9	0.00% 0	31	2.13
Building relationships across multiple organisational levels	34.38% 11	37.50% 12	28.13% 9	0.00% 0	32	1.94
Having joint measures and KPIs	20.00% 6	46.67% 14	26.67% 8	6.67% 2	30	2.20

Q25 Are there any particular barriers that prevent the formation of vertical supply chain collaboration?

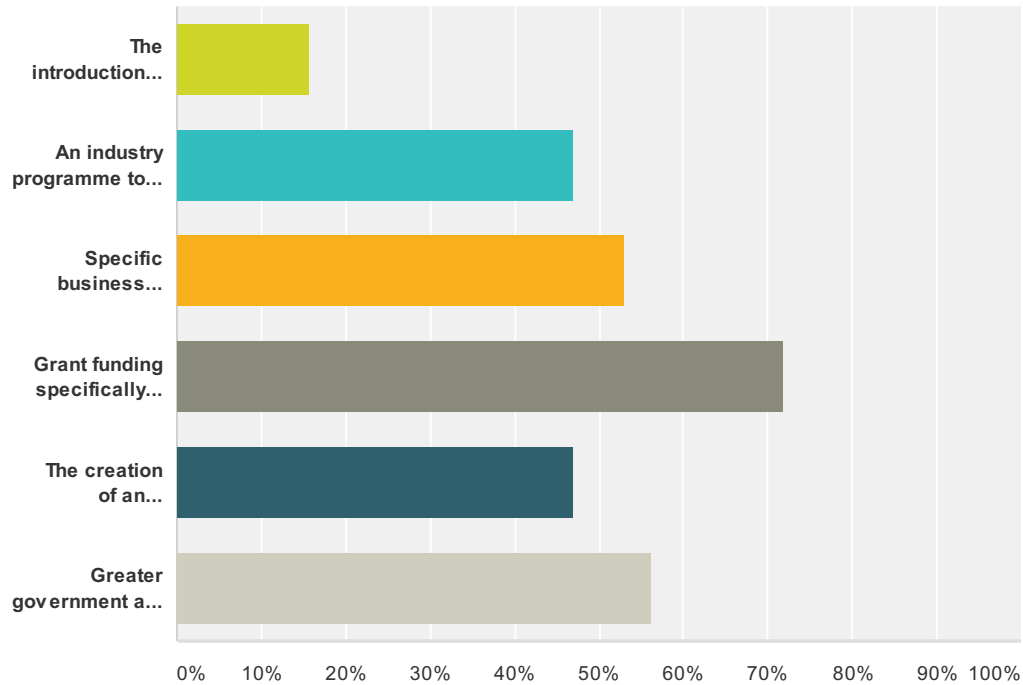
Answered: 18 Skipped: 20

Q26 Can you give any examples or evidence that the existence of cooperatives and/or collaborative activity improves the competitiveness of UK agriculture?

Answered: 19 Skipped: 19

Q27 Which of the following external actions could be important in raising the performance of cooperatives and producer organisations in the future? (You may tick more than one)

Answered: 32 Skipped: 6



Answer Choices	Responses
The introduction of an industry governance code of practice	15.63% 5
An industry programme to develop and train farmer directors and farm leaders	46.88% 15
Specific business support for collaborative ventures; e.g. strategic development, business planning, new collaborative start ups, etc.	53.13% 17
Grant funding specifically targeted at vertical supply chain collaboration	71.88% 23
The creation of an investment fund to help finance collaborative activity	46.88% 15
Greater government and NFU support for collaborative activity	56.25% 18
Total Respondents: 32	

Q28 Are there any other factors/ideas which would help raise the performance of cooperatives and producer organisations in the future?

Answered: 14 Skipped: 24

Q29 Do you have any recommendations as to how government should support cooperatives / producer organisations and collaboration more widely in the future?

Answered: 18 Skipped: 20