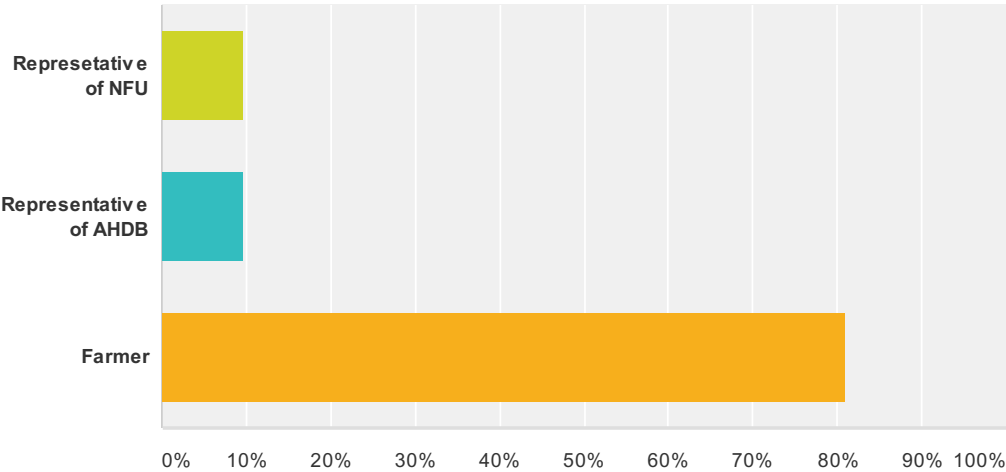


Q1 Please provide your name (optional)

Answered: 13 Skipped: 24

Q2 What is your role?

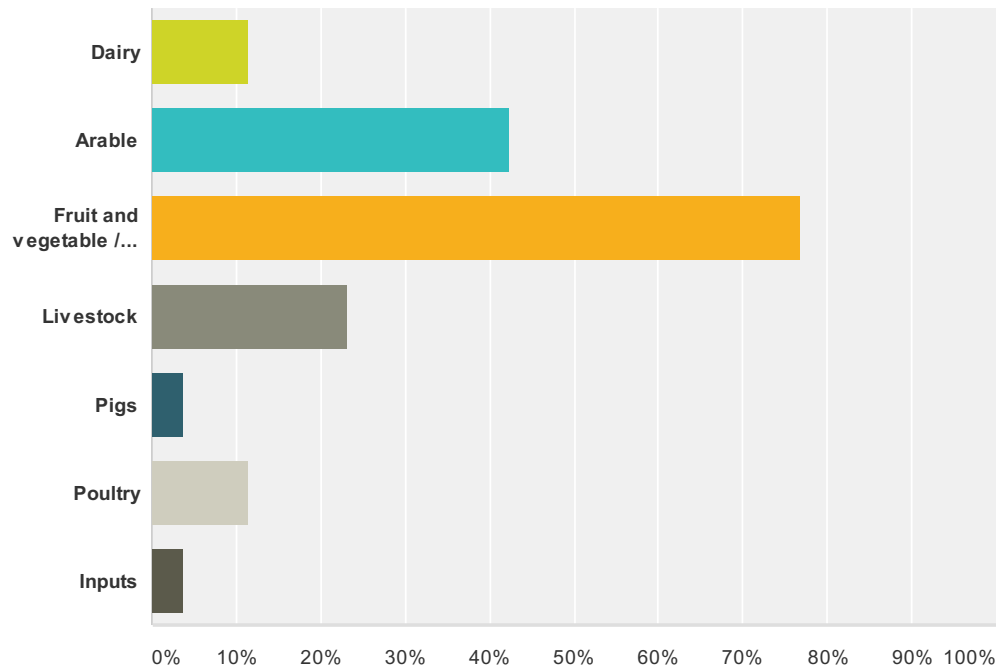
Answered: 21 Skipped: 16



Answer Choices	Responses	
Representative of NFU	9.52%	2
Representative of AHDB	9.52%	2
Farmer	80.95%	17
Total		21

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

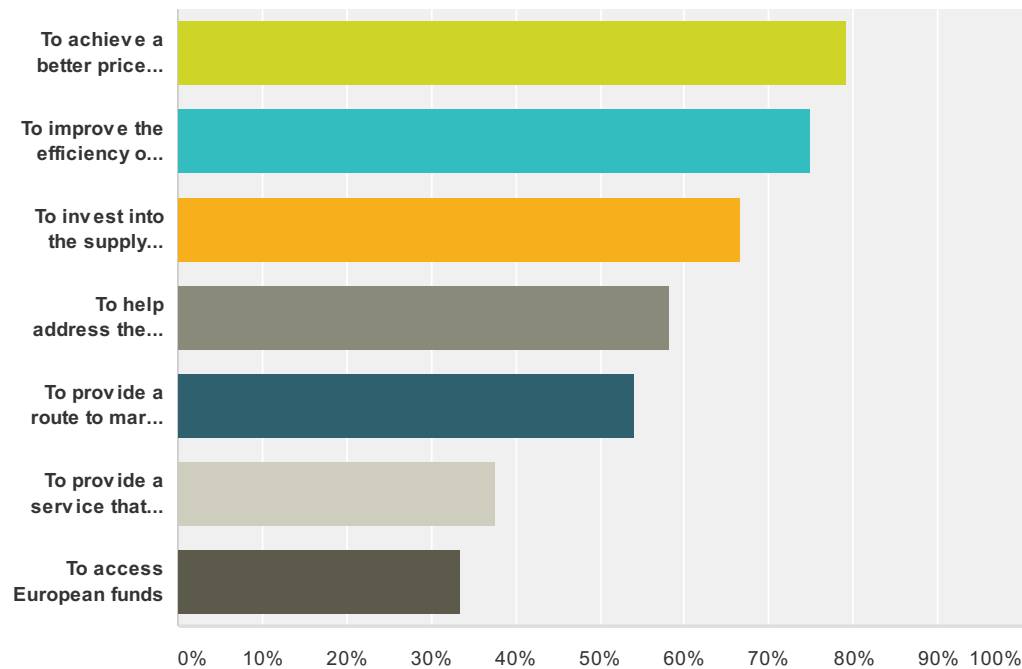
Answered: 26 Skipped: 11



Answer Choices	Responses	
Dairy	11.54%	3
Arable	42.31%	11
Fruit and vegetable / horticulture	76.92%	20
Livestock	23.08%	6
Pigs	3.85%	1
Poultry	11.54%	3
Inputs	3.85%	1
Total Respondents: 26		

Q4 What do you think should be the aims and objectives of cooperatives or producer organisations? (You may tick more than 1)

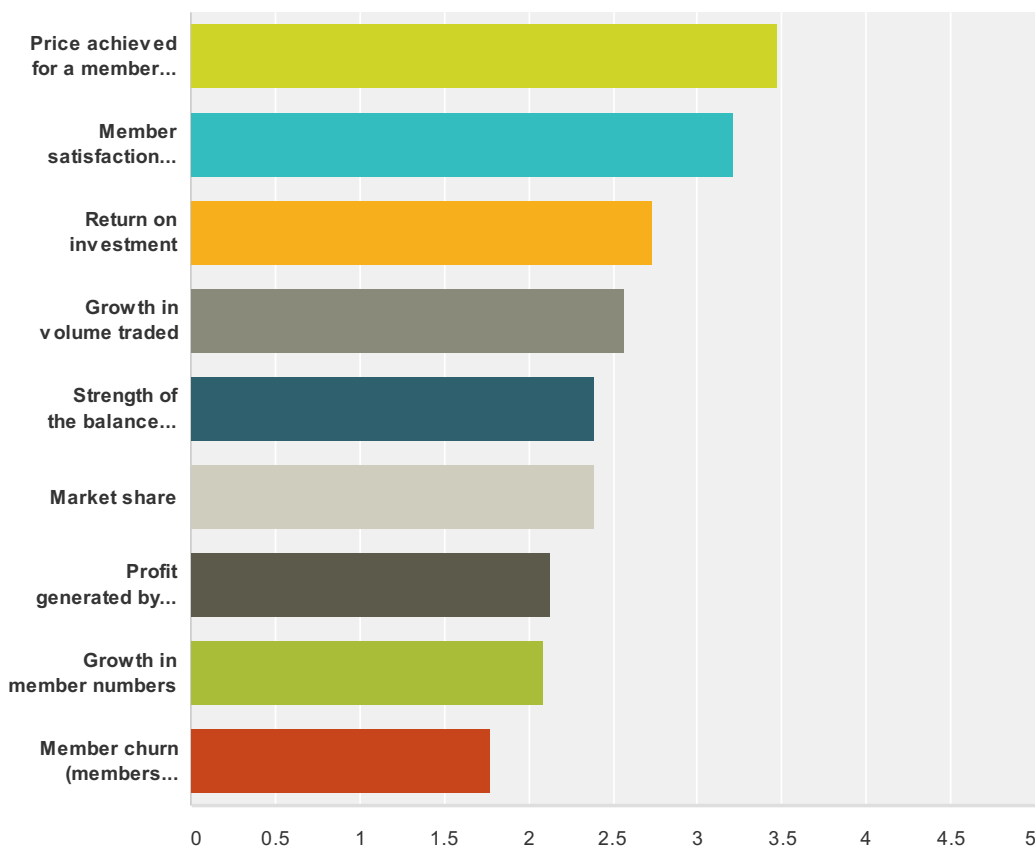
Answered: 24 Skipped: 13



Answer Choices	Responses	
To achieve a better price for its members	79.17%	19
To improve the efficiency of on-farm operations and investment	75.00%	18
To invest into the supply chain to capture greater margin	66.67%	16
To help address the balance of power in the market place	58.33%	14
To provide a route to market that would otherwise not exist	54.17%	13
To provide a service that would otherwise not exist	37.50%	9
To access European funds	33.33%	8
Total Respondents: 24		

Q5 In terms of measuring success, in your view how important are the following measures to a cooperative or producer organisation?

Answered: 23 Skipped: 14



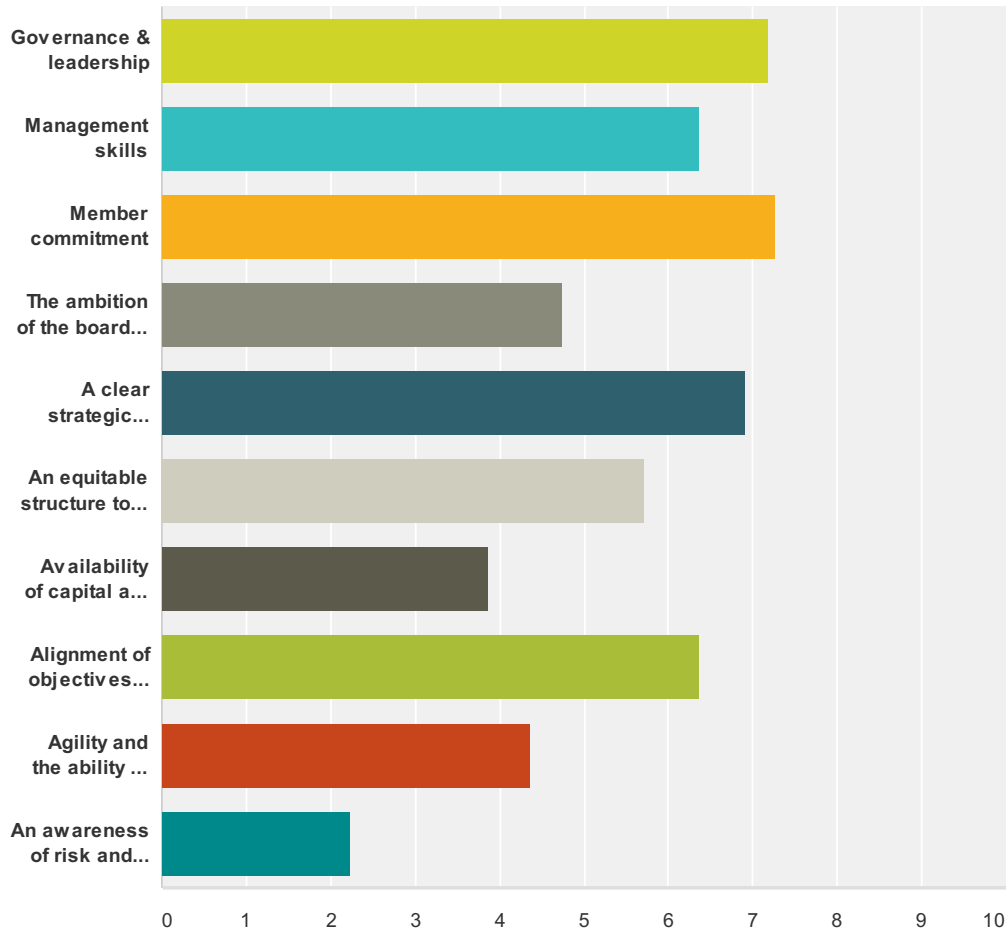
	Not relevant	A useful measure	Important	Vital	Total	Average Rating
Price achieved for a member's product (e.g. price per tonne)	0.00% 0	17.39% 4	17.39% 4	65.22% 15	23	3.48
Member satisfaction and 'happiness'	4.35% 1	8.70% 2	47.83% 11	39.13% 9	23	3.22
Return on investment	13.04% 3	26.09% 6	34.78% 8	26.09% 6	23	2.74
Growth in volume traded	14.29% 3	23.81% 5	52.38% 11	9.52% 2	21	2.57
Strength of the balance sheet	8.70% 2	47.83% 11	39.13% 9	4.35% 1	23	2.39
Market share	26.09% 6	17.39% 4	47.83% 11	8.70% 2	23	2.39
Profit generated by the cooperative or producer organisation	30.43% 7	34.78% 8	26.09% 6	8.70% 2	23	2.13
Growth in member numbers	17.39% 4	60.87% 14	17.39% 4	4.35% 1	23	2.09
Member churn (members leaving / joining)	40.91% 9	40.91% 9	18.18% 4	0.00% 0	22	1.77

Q6 Are there any measures we haven't listed which you feel are important?

Answered: 6 Skipped: 31

Q7 Please rank the following in terms of their importance to a cooperative or producer organisation (1 = most important. Note that the list will automatically reorder as you make your selection)

Answered: 22 Skipped: 15



	1	2	3	4	5	6	7	8	9	10	Total	Average Ranking
Governance & leadership	22.73% 5	18.18% 4	13.64% 3	9.09% 2	9.09% 2	4.55% 1	13.64% 3	4.55% 1	4.55% 1	0.00% 0	22	7.18
Management skills	9.09% 2	22.73% 5	4.55% 1	9.09% 2	13.64% 3	22.73% 5	4.55% 1	4.55% 1	4.55% 1	4.55% 1	22	6.36
Member commitment	27.27% 6	13.64% 3	9.09% 2	9.09% 2	18.18% 4	0.00% 0	18.18% 4	4.55% 1	0.00% 0	0.00% 0	22	7.27
The ambition of the board and management	0.00% 0	4.55% 1	13.64% 3	18.18% 4	4.55% 1	13.64% 3	9.09% 2	9.09% 2	9.09% 2	18.18% 4	22	4.73

Cooperatives and producer organisations

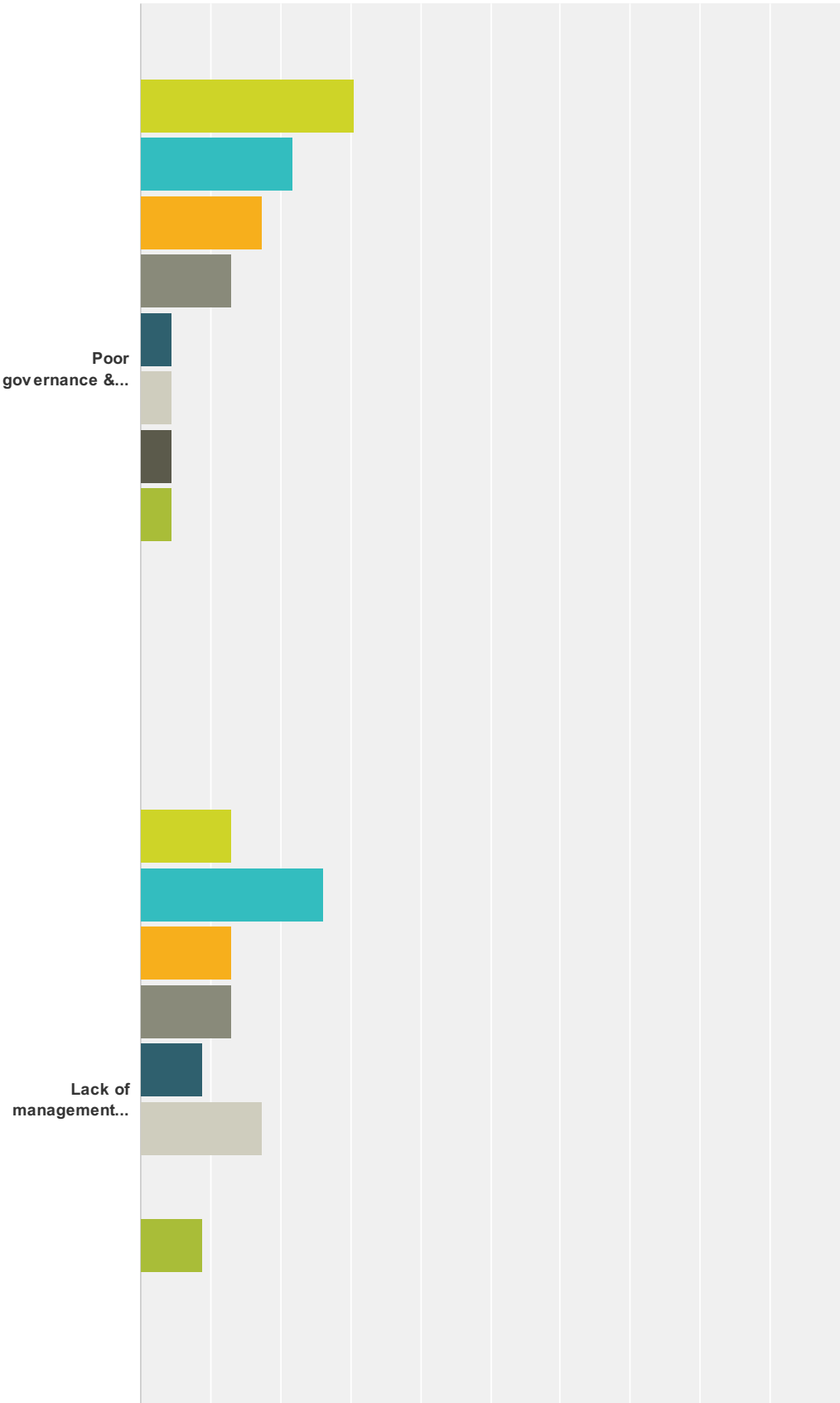
A clear strategic direction with appropriate measures and KPIs	9.09% 2	18.18% 4	13.64% 3	18.18% 4	13.64% 3	18.18% 4	0.00% 0	9.09% 2	0.00% 0	0.00% 0	22	6.91
An equitable structure to share the benefits between members	13.64% 3	4.55% 1	18.18% 4	9.09% 2	0.00% 0	13.64% 3	18.18% 4	4.55% 1	13.64% 3	4.55% 1	22	5.73
Availability of capital and finance	4.55% 1	0.00% 0	4.55% 1	4.55% 1	9.09% 2	9.09% 2	13.64% 3	27.27% 6	9.09% 2	18.18% 4	22	3.86
Alignment of objectives between members, the board and management	9.09% 2	18.18% 4	9.09% 2	18.18% 4	13.64% 3	4.55% 1	4.55% 1	13.64% 3	9.09% 2	0.00% 0	22	6.36
Agility and the ability to respond to changing events	4.55% 1	0.00% 0	9.09% 2	4.55% 1	13.64% 3	13.64% 3	9.09% 2	9.09% 2	36.36% 8	0.00% 0	22	4.36
An awareness of risk and risk management procedures	0.00% 0	0.00% 0	4.55% 1	0.00% 0	4.55% 1	0.00% 0	9.09% 2	13.64% 3	13.64% 3	54.55% 12	22	2.23

Q8 Are there any other factors that are important to the success of your cooperative or producer organisation and why?

Answered: 7 Skipped: 30

Q9 Rank the following in terms of how big a barrier they are to the success of a cooperative or producer organisation (1= most important)

Answered: 23 Skipped: 14



Cooperatives and producer organisations

Low levels of
member...

Little
ambition fro...

Cooperatives and producer organisations

Lack of clear
strategic...

Inequitable
treatment...

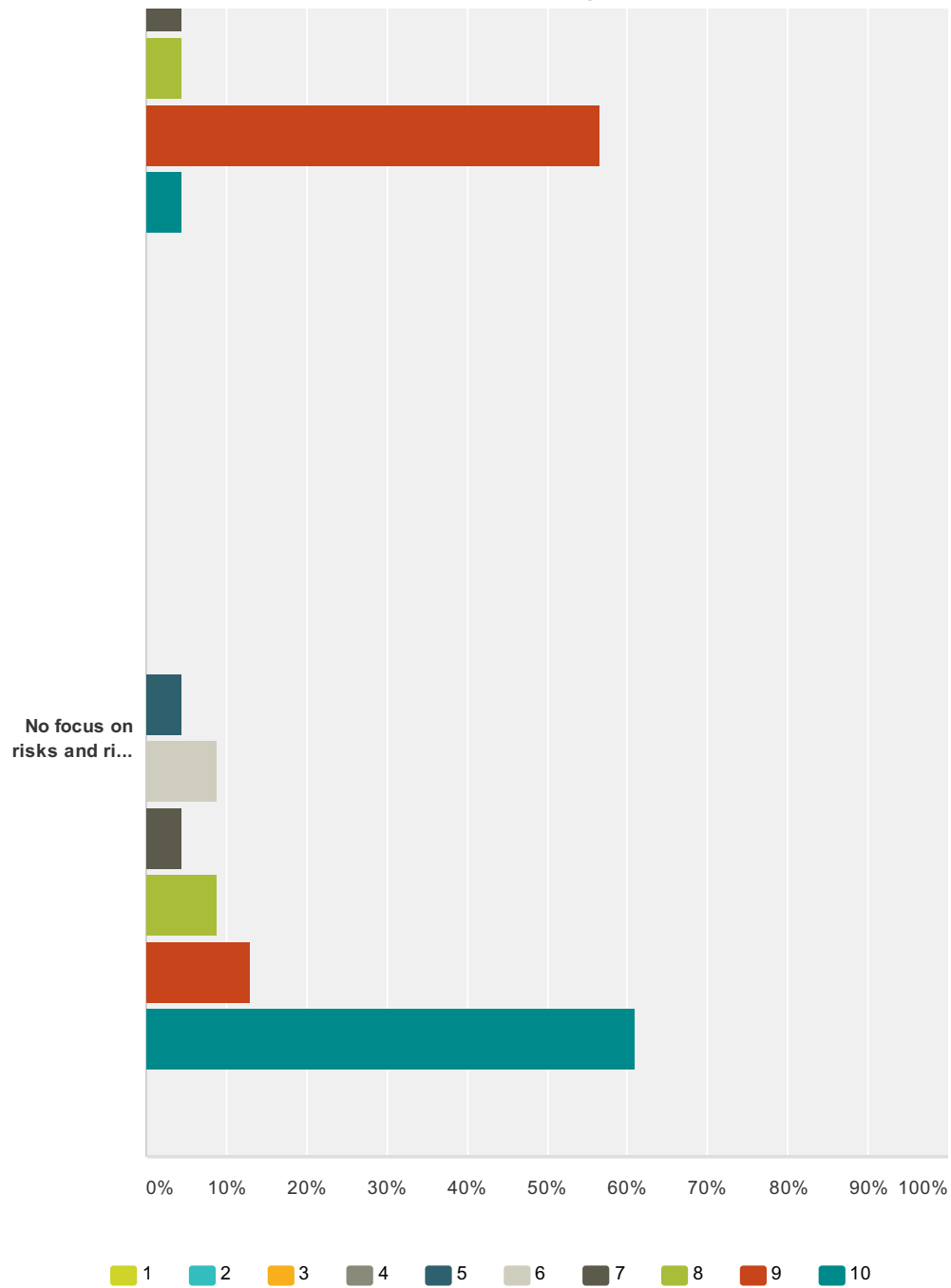
Cooperatives and producer organisations

Lack of
capital and...

Little
alignment of...

Not able to
respond quic...

Cooperatives and producer organisations



	1	2	3	4	5	6	7	8	9	10	Total	Average Ranking
Poor governance & leadership	30.43% 7	21.74% 5	17.39% 4	13.04% 3	4.35% 1	4.35% 1	4.35% 1	4.35% 1	0.00% 0	0.00% 0	23	8.09
Lack of management skills	13.04% 3	26.09% 6	13.04% 3	13.04% 3	8.70% 2	17.39% 4	0.00% 0	8.70% 2	0.00% 0	0.00% 0	23	7.26
Low levels of member commitment	26.09% 6	17.39% 4	21.74% 5	0.00% 0	8.70% 2	8.70% 2	0.00% 0	8.70% 2	8.70% 2	0.00% 0	23	7.30
Little ambition from the board and management	4.35% 1	4.35% 1	17.39% 4	21.74% 5	17.39% 4	8.70% 2	21.74% 5	0.00% 0	0.00% 0	4.35% 1	23	6.13

Cooperatives and producer organisations

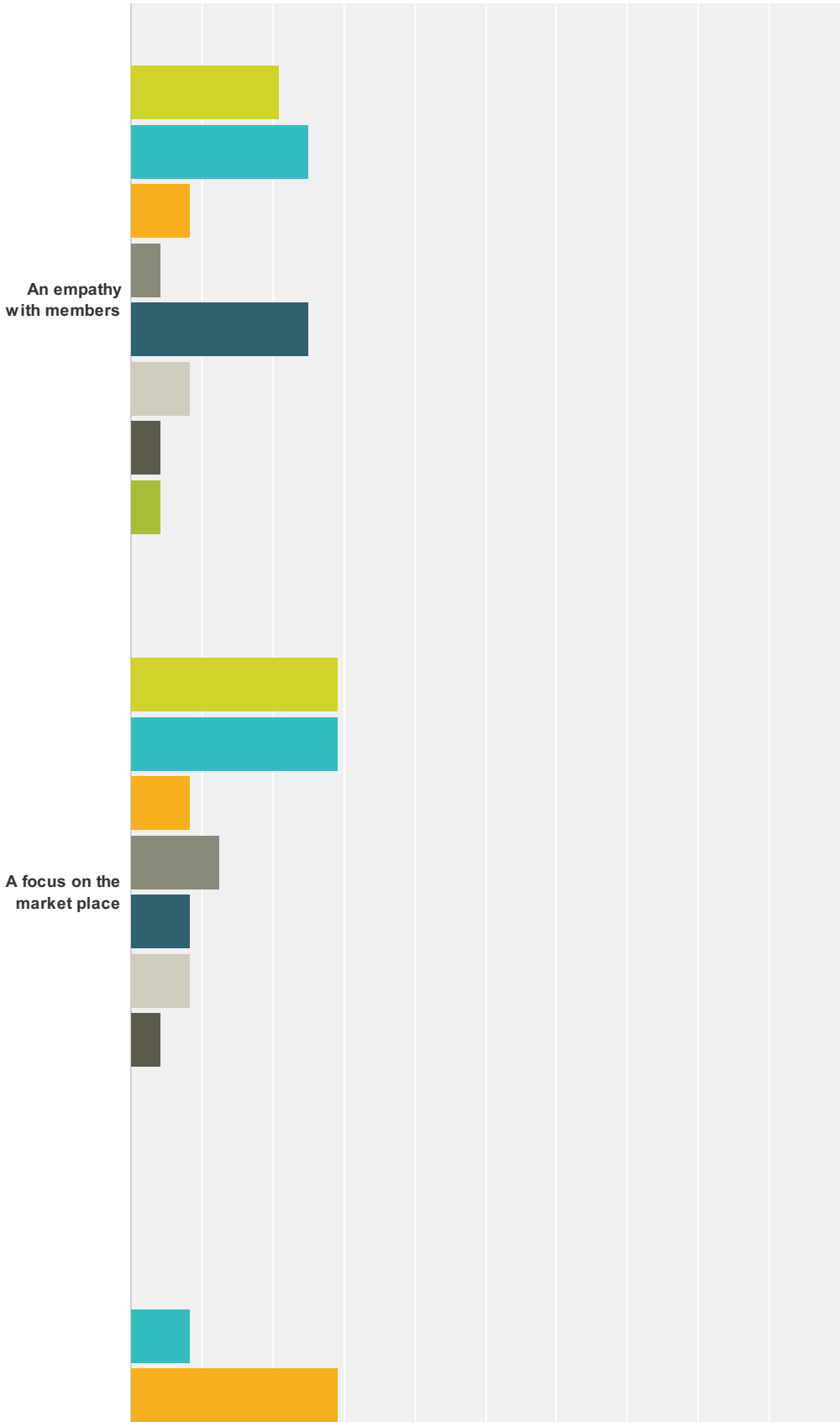
Lack of clear strategic direction and measures	4.35% 1	17.39% 4	8.70% 2	13.04% 3	26.09% 6	13.04% 3	17.39% 4	0.00% 0	0.00% 0	0.00% 0	23	6.52
Inequitable treatment between members	4.35% 1	8.70% 2	4.35% 1	8.70% 2	0.00% 0	21.74% 5	13.04% 3	13.04% 3	4.35% 1	21.74% 5	23	4.48
Lack of capital and finance	0.00% 0	4.35% 1	4.35% 1	17.39% 4	8.70% 2	8.70% 2	21.74% 5	21.74% 5	8.70% 2	4.35% 1	23	4.65
Little alignment of objectives between members, the board and management	17.39% 4	0.00% 0	8.70% 2	8.70% 2	8.70% 2	0.00% 0	13.04% 3	30.43% 7	8.70% 2	4.35% 1	23	5.22
Not able to respond quickly to changing events	0.00% 0	0.00% 0	4.35% 1	4.35% 1	13.04% 3	8.70% 2	4.35% 1	4.35% 1	56.52% 13	4.35% 1	23	3.35
No focus on risks and risk management	0.00% 0	0.00% 0	0.00% 0	0.00% 0	4.35% 1	8.70% 2	4.35% 1	8.70% 2	13.04% 3	60.87% 14	23	2.00

Q10 Are there any other barriers to success not listed above and why are they barriers?

Answered: 5 Skipped: 32

Q11 Please rank what you believe are the key attributes required in cooperative or producer organisation senior management? (1= most important)

Answered: 24 Skipped: 13



Cooperatives and producer organisations

Ambition and
tenacity

An
entrepreneur...

Good
communicator

Cooperatives and producer organisations

Financial
acumen

Ability to run
complex...

Cooperative
experience

Cooperatives and producer organisations

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

1 2 3 4 5 6 7 8

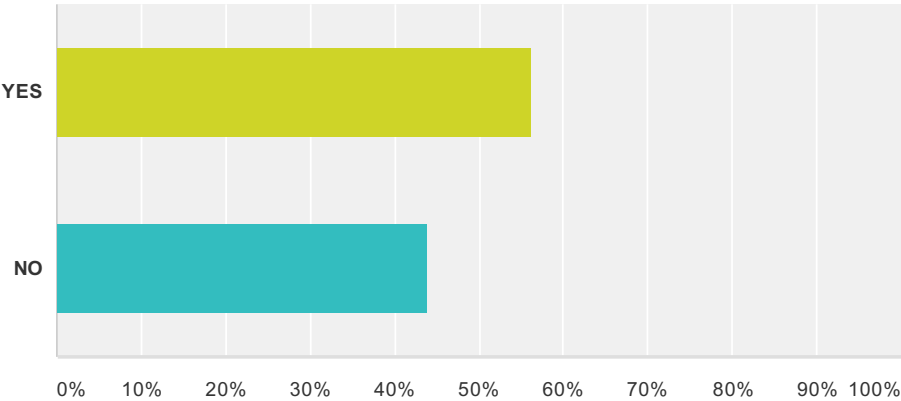
	1	2	3	4	5	6	7	8	Total	Average Ranking
An empathy with members	20.83% 5	25.00% 6	8.33% 2	4.17% 1	25.00% 6	8.33% 2	4.17% 1	4.17% 1	24	5.50
A focus on the market place	29.17% 7	29.17% 7	8.33% 2	12.50% 3	8.33% 2	8.33% 2	4.17% 1	0.00% 0	24	6.17
Ambition and tenacity	0.00% 0	8.33% 2	29.17% 7	20.83% 5	12.50% 3	12.50% 3	8.33% 2	8.33% 2	24	4.50
An entrepreneurial attitude	4.17% 1	4.17% 1	12.50% 3	16.67% 4	8.33% 2	25.00% 6	16.67% 4	12.50% 3	24	3.75
Good communicator	16.67% 4	8.33% 2	4.17% 1	12.50% 3	16.67% 4	16.67% 4	25.00% 6	0.00% 0	24	4.46
Financial acumen	4.17% 1	8.33% 2	20.83% 5	20.83% 5	16.67% 4	16.67% 4	12.50% 3	0.00% 0	24	4.63
Ability to run complex operations and businesses	20.83% 5	16.67% 4	16.67% 4	12.50% 3	4.17% 1	8.33% 2	16.67% 4	4.17% 1	24	5.25
Cooperative experience	4.17% 1	0.00% 0	0.00% 0	0.00% 0	8.33% 2	4.17% 1	12.50% 3	70.83% 17	24	1.75

Q12 Are there any other attributes that you believe make a good cooperative / producer organisation leader?

Answered: 6 Skipped: 31

Q13 Do you believe farmers are more willing to join a cooperative or producer organisation now than they were five years ago?

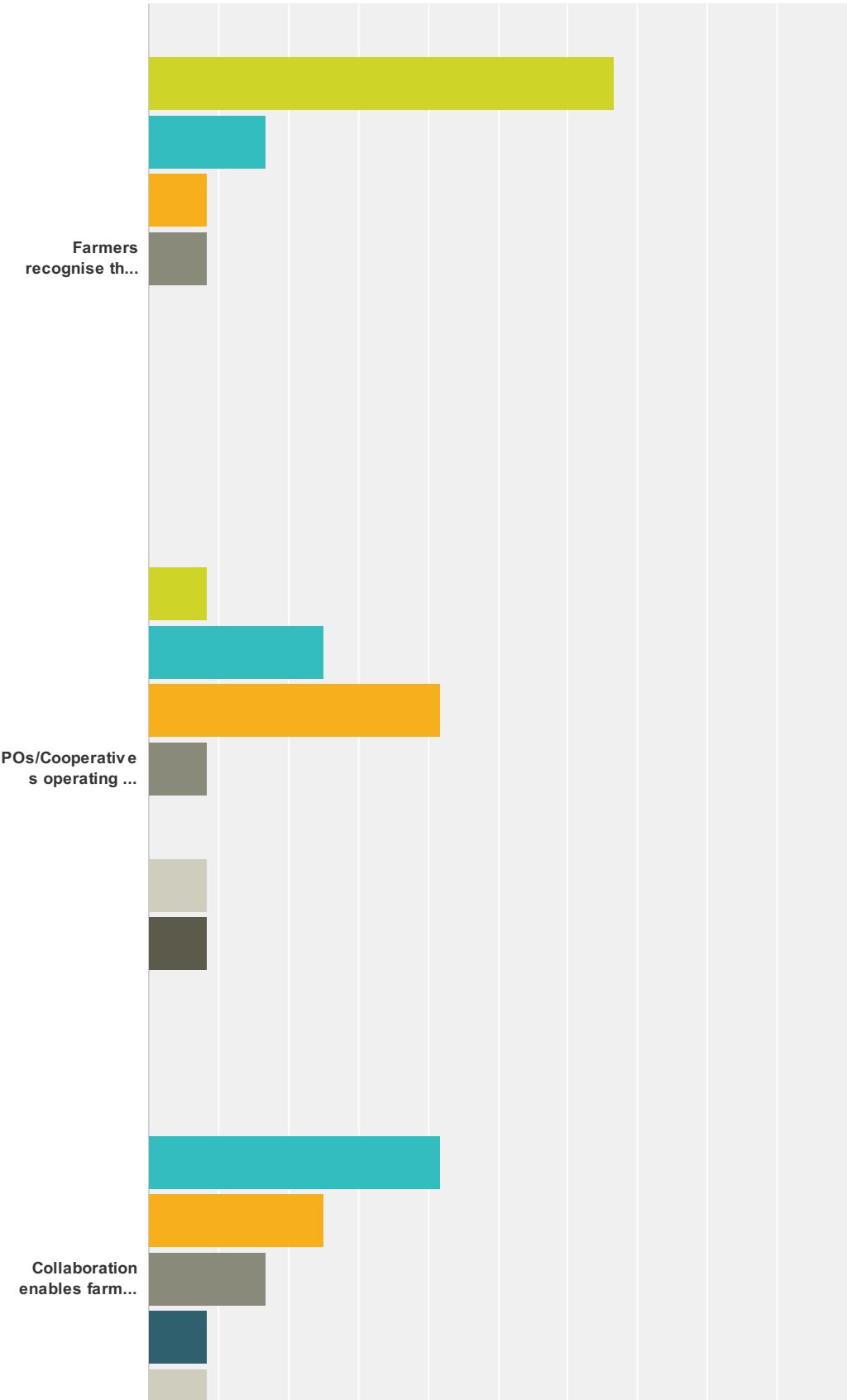
Answered: 32 Skipped: 5



Answer Choices	Responses	
YES	56.25%	18
NO	43.75%	14
Total		32

Q14 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: 12 Skipped: 25



Cooperatives and producer organisations

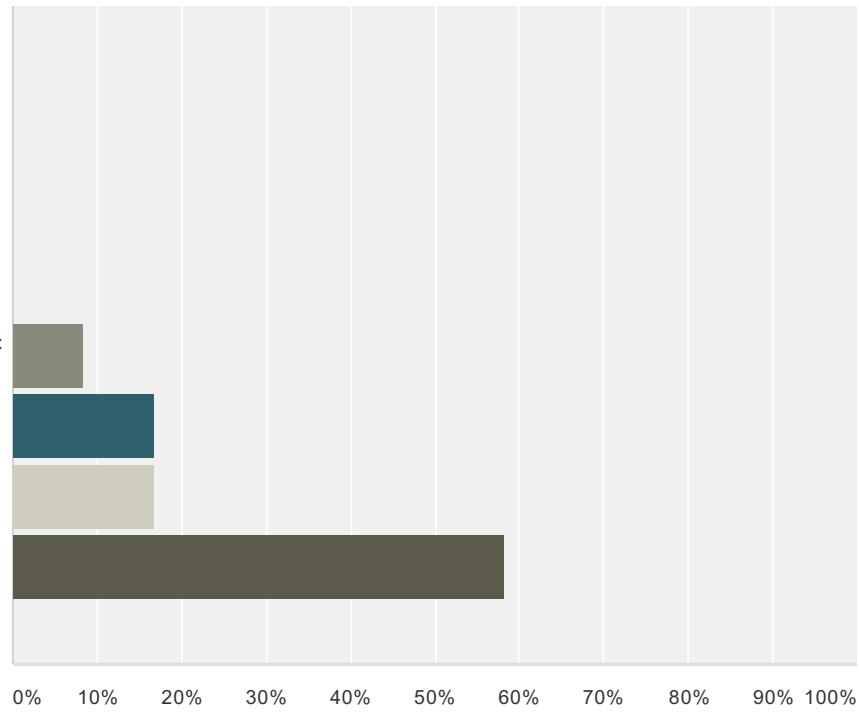
Government
support has...

Collaboration
is become mo...

A new
generation o...

Cooperatives and producer organisations

The government
/ NFU are mo...

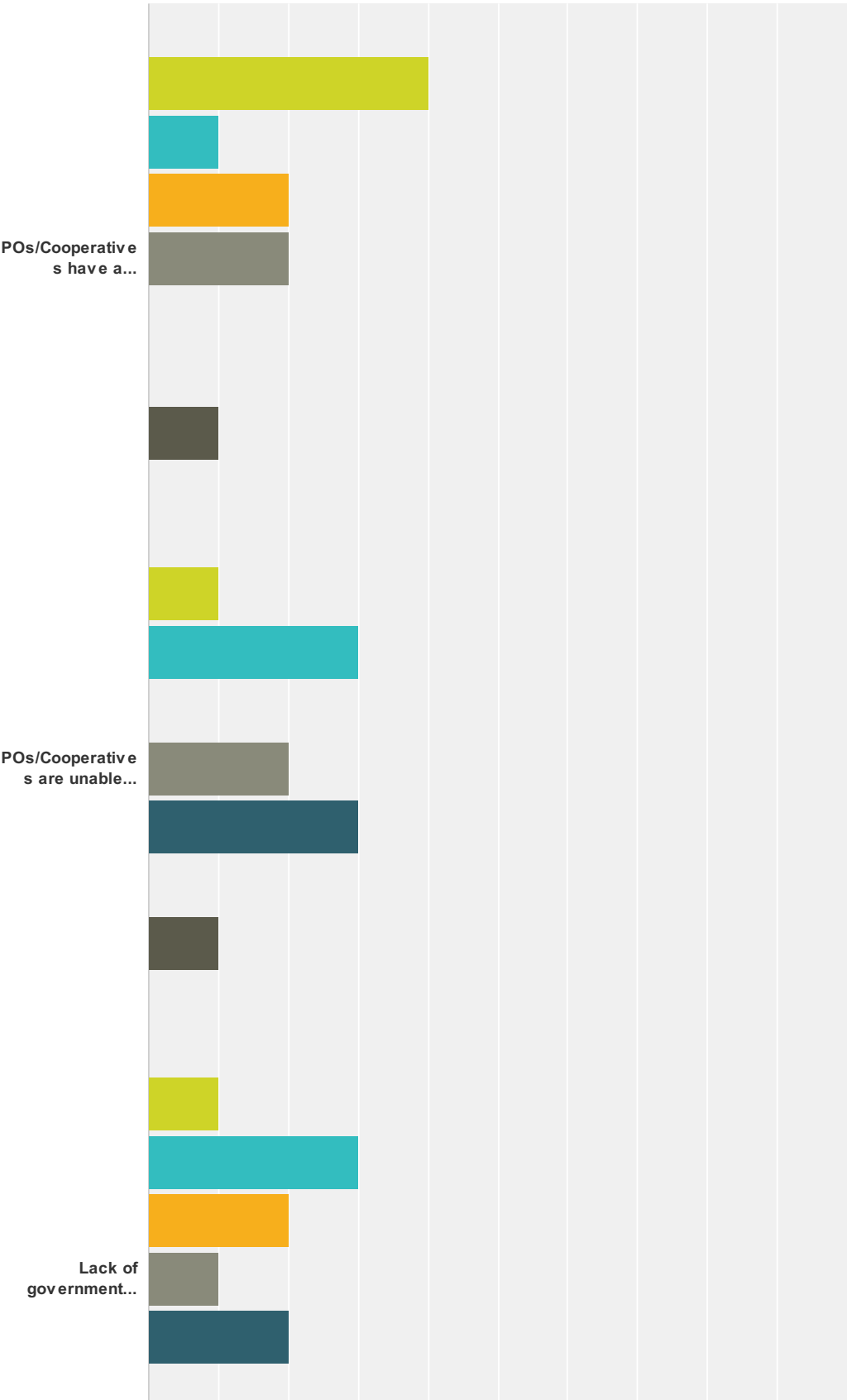


1 2 3 4 5 6 7

	1	2	3	4	5	6	7	Total	Average Ranking
Farmers recognise that they need to gain more power in the market place	66.67% 8	16.67% 2	8.33% 1	8.33% 1	0.00% 0	0.00% 0	0.00% 0	12	6.42
POs/Cooperatives operating in the UK are proving that they can be successful	8.33% 1	25.00% 3	41.67% 5	8.33% 1	0.00% 0	8.33% 1	8.33% 1	12	4.75
Collaboration enables farmers to better meet customer demands	0.00% 0	41.67% 5	25.00% 3	16.67% 2	8.33% 1	8.33% 1	0.00% 0	12	4.83
Government support has reduced leaving farmers more exposed to greater uncertainty and volatility	8.33% 1	8.33% 1	16.67% 2	25.00% 3	0.00% 0	25.00% 3	16.67% 2	12	3.58
Collaboration is become more common	0.00% 0	0.00% 0	0.00% 0	0.00% 0	75.00% 9	8.33% 1	16.67% 2	12	2.58
A new generation of farmers is coming into the industry with different attitudes	16.67% 2	8.33% 1	8.33% 1	33.33% 4	0.00% 0	33.33% 4	0.00% 0	12	4.08
The government / NFU are more supportive of collaborative activity	0.00% 0	0.00% 0	0.00% 0	8.33% 1	16.67% 2	16.67% 2	58.33% 7	12	1.75

Q15 Rank in order why you think farmers are less willing to join a cooperative or producer organisation now than before (1=most important):

Answered: 10 Skipped: 27



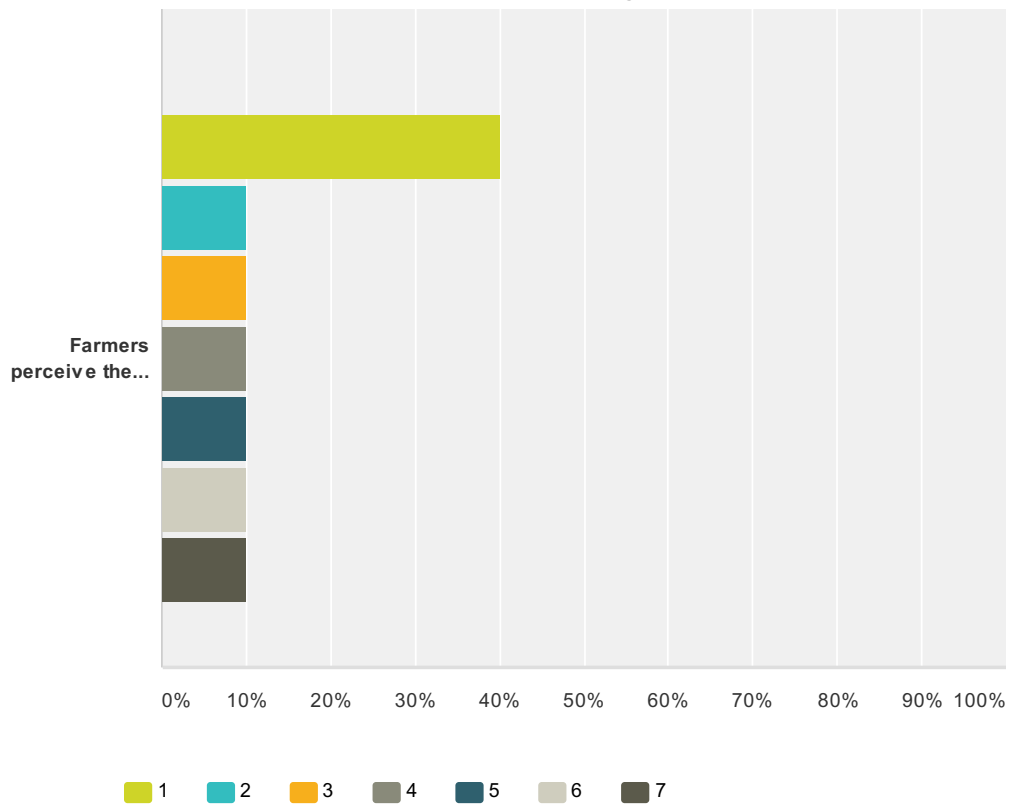
Cooperatives and producer organisations

Lack of NFU
support

Commodity
prices are...

Many
POs/Cooperat...

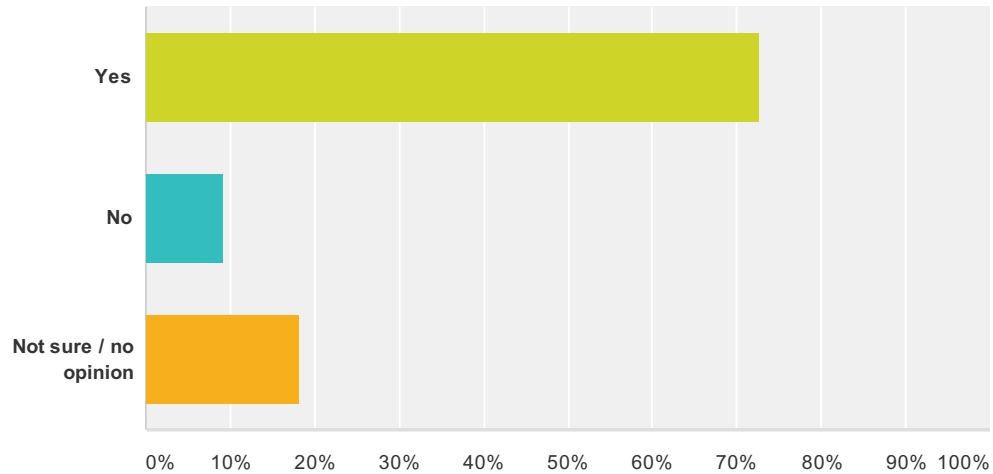
Cooperatives and producer organisations



	1	2	3	4	5	6	7	Total	Average Ranking
POs/Cooperatives have a tarnished reputation following a number of high profile failures	40.00% 4	10.00% 1	20.00% 2	20.00% 2	0.00% 0	0.00% 0	10.00% 1	10	5.30
POs/Cooperatives are unable to perform as well as corporate or family owned businesses	10.00% 1	30.00% 3	0.00% 0	20.00% 2	30.00% 3	0.00% 0	10.00% 1	10	4.30
Lack of government support	10.00% 1	30.00% 3	20.00% 2	10.00% 1	20.00% 2	0.00% 0	10.00% 1	10	4.60
Lack of NFU support	0.00% 0	0.00% 0	20.00% 2	10.00% 1	0.00% 0	30.00% 3	40.00% 4	10	2.40
Commodity prices are likely to increase over the long-term hence the role of the PO/Cooperative is less important	0.00% 0	10.00% 1	10.00% 1	0.00% 0	40.00% 4	30.00% 3	10.00% 1	10	3.00
Many POs/Cooperatives require the farmer to invest substantial funds	0.00% 0	10.00% 1	20.00% 2	30.00% 3	0.00% 0	30.00% 3	10.00% 1	10	3.50
Farmers perceive they lose autonomy when they become a member of a PO/cooperative	40.00% 4	10.00% 1	10.00% 1	10.00% 1	10.00% 1	10.00% 1	10.00% 1	10	4.90

Q16 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: 22 Skipped: 15



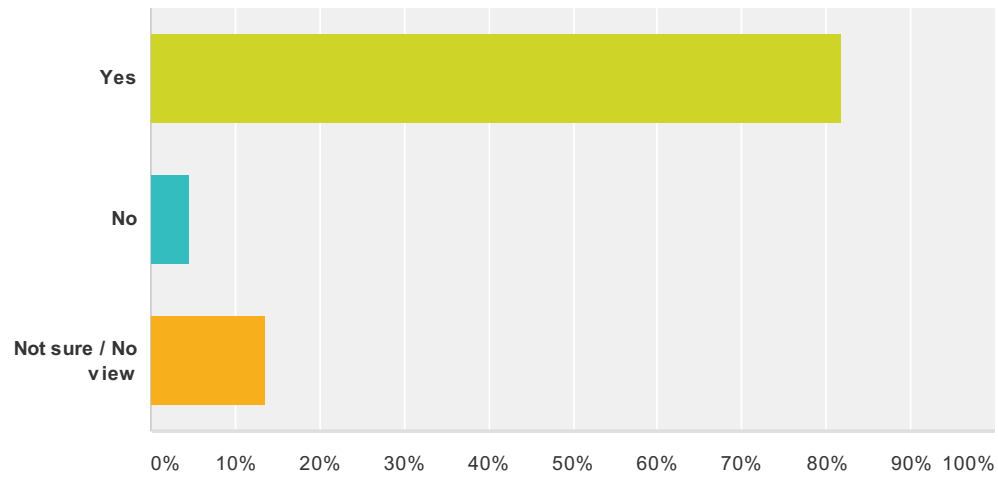
Answer Choices	Responses	
Yes	72.73%	16
No	9.09%	2
Not sure / no opinion	18.18%	4
Total		22

Q17 What possible upsides and downsides are there to the introduction of the PO model in other sectors?

Answered: 15 Skipped: 22

Q18 Are we likely to see more vertical supply chain collaboration in the future?

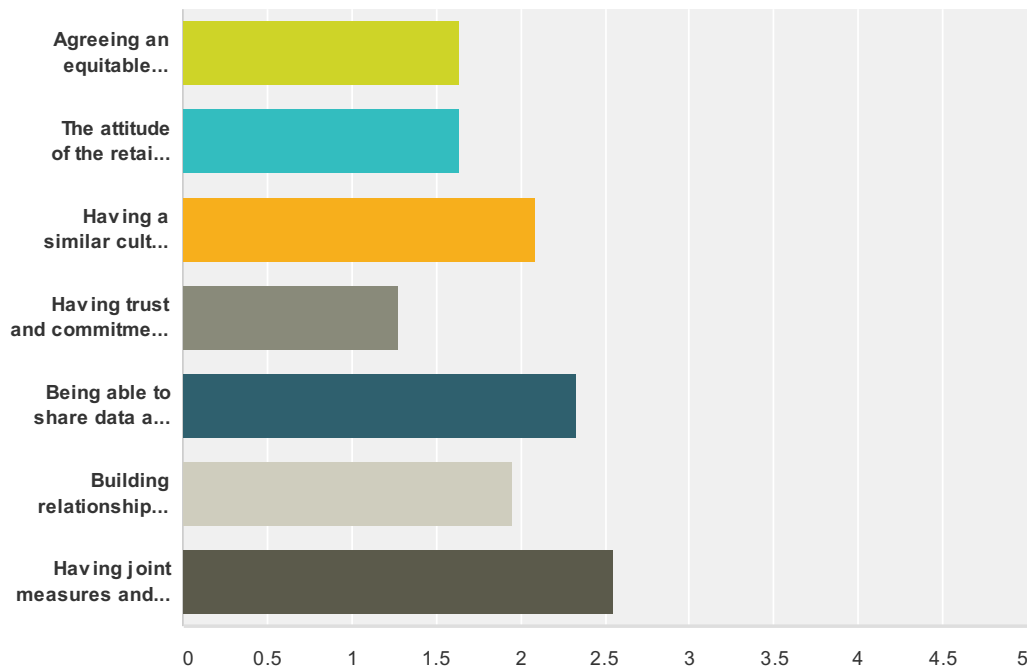
Answered: 22 Skipped: 15



Answer Choices	Responses	
Yes	81.82%	18
No	4.55%	1
Not sure / No view	13.64%	3
Total		22

Q19 How important are the following to making vertical supply chain collaboration work?

Answered: 22 Skipped: 15



	Very important	Important	Useful	Not important	Total	Average Rating
Agreeing an equitable mechanism to share risks and rewards	54.55% 12	31.82% 7	9.09% 2	4.55% 1	22	1.64
The attitude of the retail sector	54.55% 12	31.82% 7	9.09% 2	4.55% 1	22	1.64
Having a similar culture between supply chain partners	22.73% 5	50.00% 11	22.73% 5	4.55% 1	22	2.09
Having trust and commitment between supply chain partners	81.82% 18	13.64% 3	0.00% 0	4.55% 1	22	1.27
Being able to share data and knowledge (e.g. linked IT systems)	4.76% 1	61.90% 13	28.57% 6	4.76% 1	21	2.33
Building relationships across multiple organisational levels	27.27% 6	54.55% 12	13.64% 3	4.55% 1	22	1.95
Having joint measures and KPIs	4.55% 1	40.91% 9	50.00% 11	4.55% 1	22	2.55

Q20 Are there any particular barriers that prevent the formation of vertical supply chain collaboration?

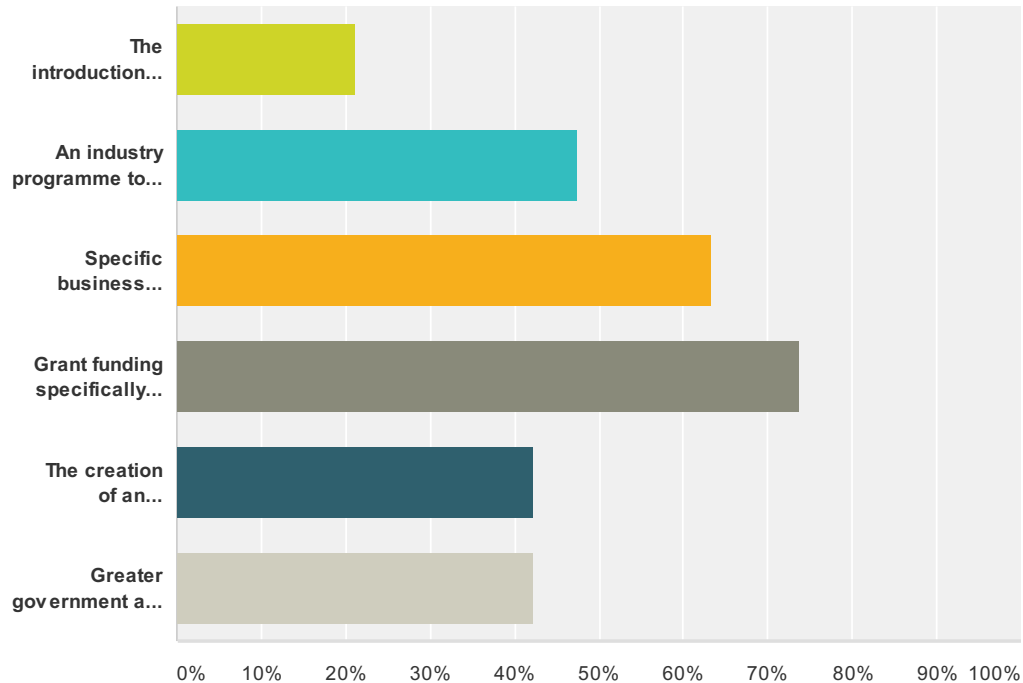
Answered: 11 Skipped: 26

Q21 Can you give any examples or evidence that the existence of cooperatives and/or collaborative activity improves the competitiveness of UK agriculture?

Answered: 12 Skipped: 25

Q22 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: 19 Skipped: 18



Answer Choices	Responses
The introduction of an industry governance code of practice	21.05% 4
An industry programme to develop and train farmer directors and farm leaders	47.37% 9
Specific business support for collaborative ventures; e.g. strategic development, business planning, new collaborative start ups, etc.	63.16% 12
Grant funding specifically targeted at vertical supply chain collaboration	73.68% 14
The creation of an investment fund to help finance collaborative activity	42.11% 8
Greater government and NFU support for collaborative activity	42.11% 8
Total Respondents: 19	

Q23 Are there any other factors/ideas which would help raise the performance of cooperatives and producer organisations in the future?

Answered: 8 Skipped: 29

Q24 Do you have any recommendations as to how government should support cooperatives / producer organisations and collaboration more widely in the future?

Answered: 14 Skipped: 23