

Question1

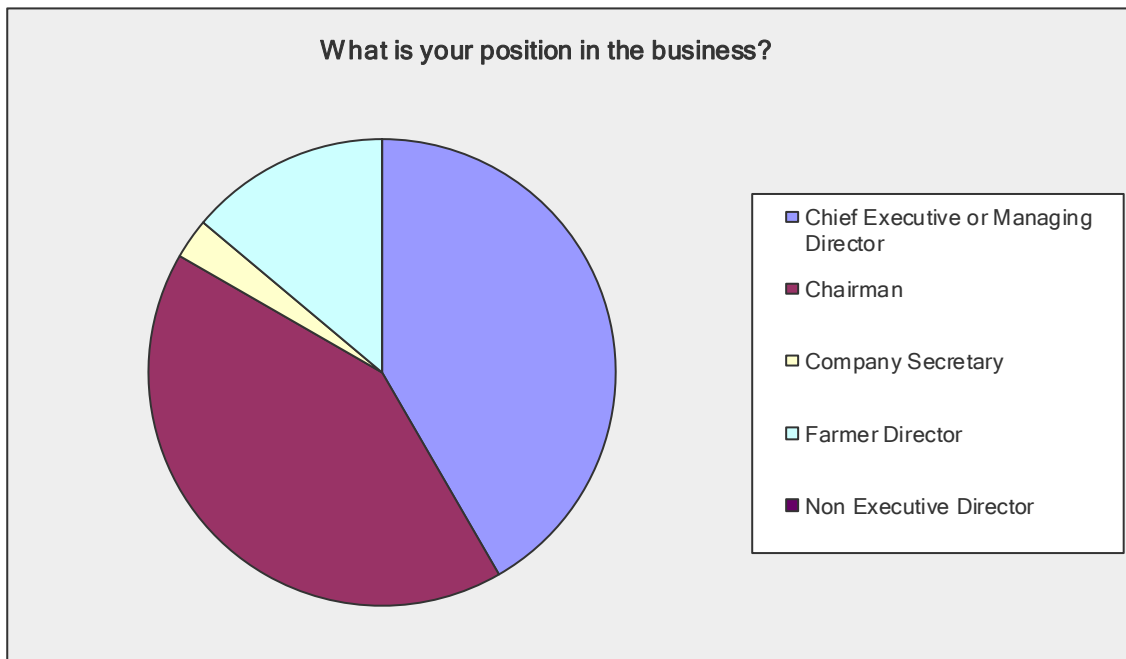
Cooperatives and producer organisations

Please provide your name (optional)	
Answer Options	Response Count
	29
<i>answered question</i>	29
<i>skipped question</i>	9

## Question 2

### Cooperatives and producer organisations

What is your position in the business?		
Answer Options	Response Percent	Response Count
Chief Executive or Managing Director	41.7%	15
Chairman	41.7%	15
Company Secretary	2.8%	1
Farmer Director	13.9%	5
Non Executive Director	0.0%	0
Other (please specify)		3
<b>answered question</b>		<b>36</b>
<b>skipped question</b>		<b>2</b>

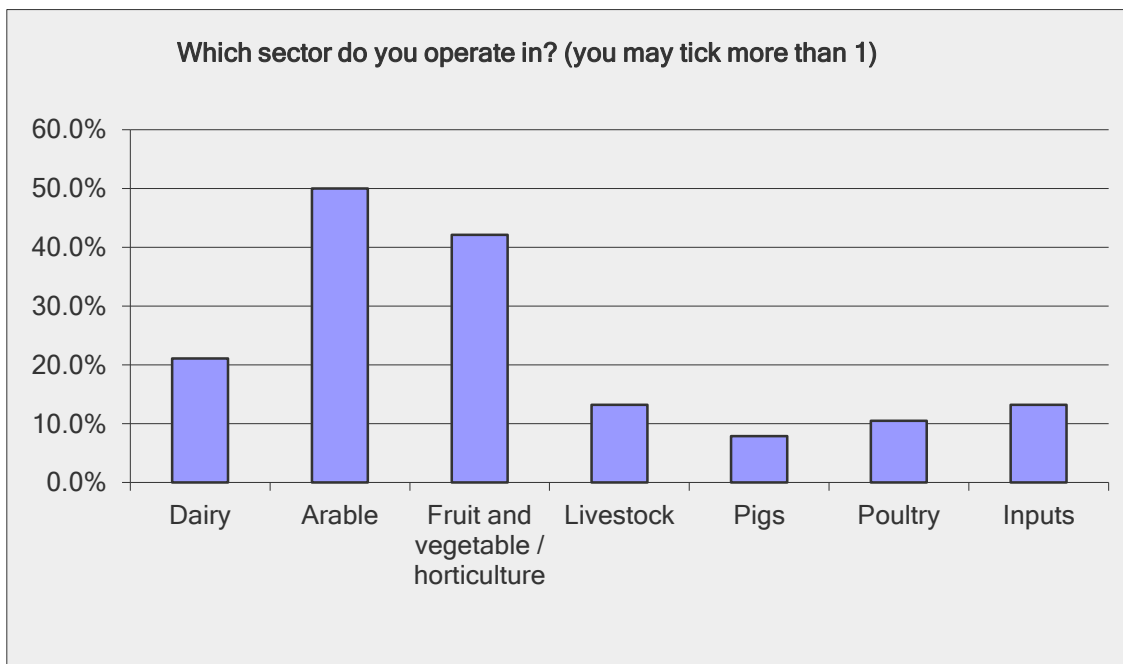


### Question 3

#### Cooperatives and producer organisations

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

Answer Options	Response Percent	Response Count
Dairy	21.1%	8
Arable	50.0%	19
Fruit and vegetable / horticulture	42.1%	16
Livestock	13.2%	5
Pigs	7.9%	3
Poultry	10.5%	4
Inputs	13.2%	5
Other (please specify)		2
<b>answered question</b>		<b>38</b>
<b>skipped question</b>		<b>0</b>



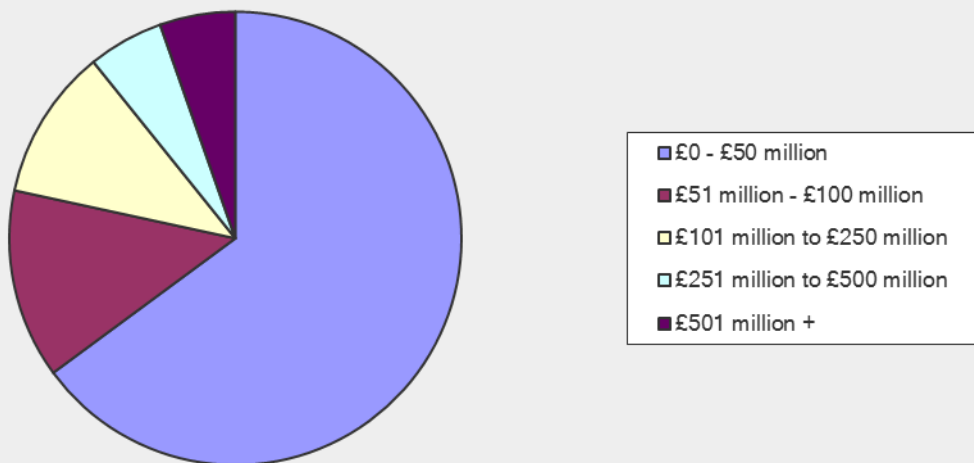
## Question 4

### Cooperatives and producer organisations

What is the turnover of your cooperative or producer organisation?

Answer Options	Response Percent	Response Count
£0 - £50 million	64.9%	24
£51 million - £100 million	13.5%	5
£101 million to £250 million	10.8%	4
£251 million to £500 million	5.4%	2
£501 million +	5.4%	2
<i>answered question</i>		<b>37</b>
<i>skipped question</i>		<b>1</b>

What is the turnover of your cooperative or producer organisation?



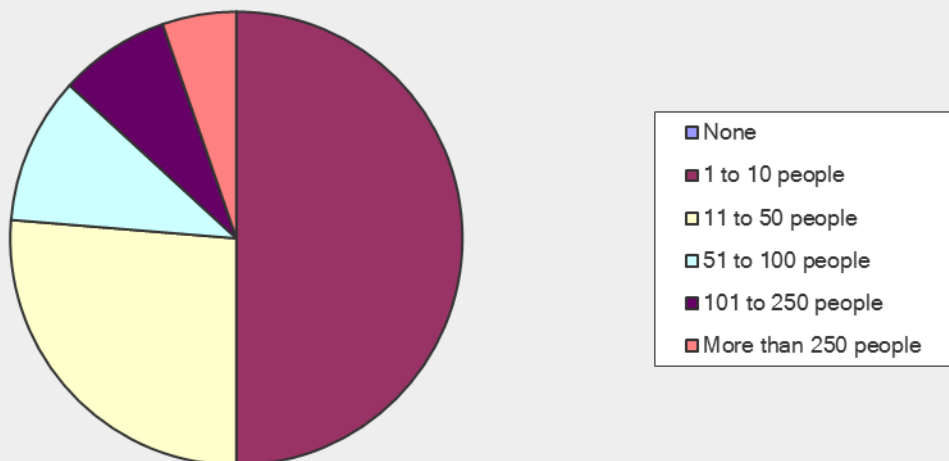
## Question 5

### Cooperatives and producer organisations

How many people does your cooperative or producer organisation employ?

Answer Options	Response Percent	Response Count
None	0.0%	0
1 to 10 people	50.0%	19
11 to 50 people	26.3%	10
51 to 100 people	10.5%	4
101 to 250 people	7.9%	3
More than 250 people	5.3%	2
<b>answered question</b>		<b>38</b>
<b>skipped question</b>		<b>0</b>

How many people does your cooperative or producer organisation employ?

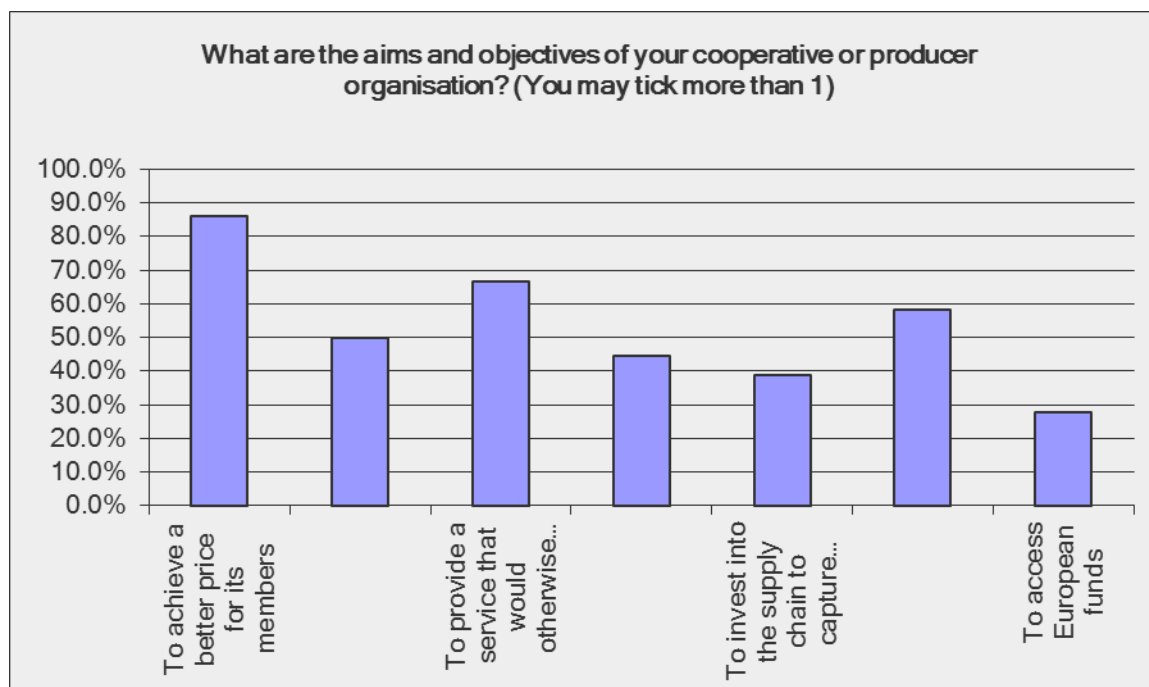


## Question 6

### Cooperatives and producer organisations

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

Answer Options	Response Percent	Response Count
To achieve a better price for its members	86.1%	31
To provide a route to market that would otherwise not exist	50.0%	18
To provide a service that would otherwise not exist	66.7%	24
To help address the balance of power in the market place	44.4%	16
To invest into the supply chain to capture greater margin	38.9%	14
To improve the efficiency of on-farm operations and investment	58.3%	21
To access European funds	27.8%	10
Other (please specify)		5
<b>answered question</b>		<b>36</b>
<b>skipped question</b>		<b>2</b>



## Question 7

### Cooperatives and producer organisations

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

Answer Options	Not relevant	A useful measure	Important	Vital	Rating Average	Response Count
Price achieved for a member's product (e.g. price per	3	2	12	20	3.32	37
Profit generated by the cooperative or producer	15	8	11	3	2.05	37
Return on investment	9	16	8	4	2.19	37
Strength of the balance sheet	6	11	15	5	2.51	37
Growth in volume traded	2	6	24	5	2.86	37
Growth in member numbers	0	18	15	3	2.58	36
Member churn (members leaving / joining)	7	15	11	4	2.32	37
Member satisfaction and 'happiness'	0	2	11	24	3.59	37
Market share	5	12	19	1	2.43	37
<i>answered question</i>						<b>37</b>
<i>skipped question</i>						<b>1</b>



Question 8

Cooperatives and producer organisations

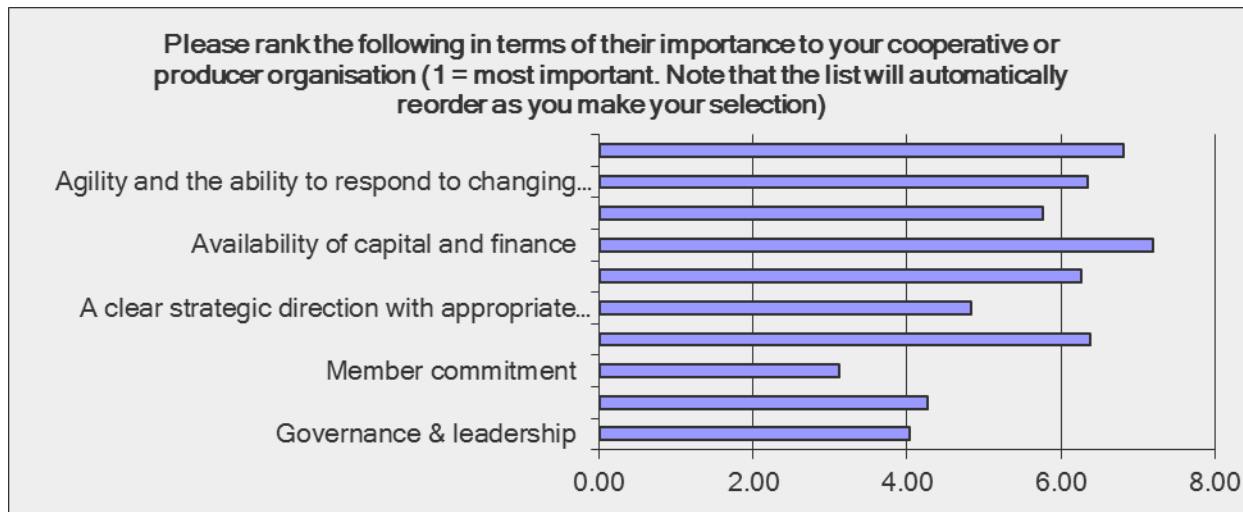
Are there any measures you use that we haven't listed and why do you use them?	
Answer Options	Response Count
	18
<i>answered question</i>	18
<i>skipped question</i>	20



## Question 9

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)

Answer Options	1	2	3	4	5	6	7	8	9	10	Rating Average	Response Count
Governance & leadership	5	9	6	5	2	3	2	1	2	2	4.03	37
Management skills	4	4	9	6	5	2	2	2	2	1	4.27	37
Member commitment	14	7	4	0	5	1	4	2	0	0	3.11	37
The ambition of the board and management	1	3	2	3	5	4	3	8	3	5	6.38	37
A clear strategic direction with appropriate measures	6	2	5	3	4	4	7	5	1	0	4.84	37
An equitable structure to share the benefits between	3	3	2	2	2	3	7	7	4	4	6.27	37
Availability of capital and finance	0	2	0	3	5	6	2	4	7	8	7.19	37
Alignment of objectives between members, the board	1	4	6	4	3	2	4	4	7	2	5.76	37
Agility and the ability to respond to changing events	2	2	1	6	3	5	4	4	3	7	6.35	37
An awareness of risk and risk management	1	1	2	5	3	7	2	0	8	8	6.81	37
<i>answered question</i>												37
<i>skipped question</i>												1



Question 10

Cooperatives and producer organisations

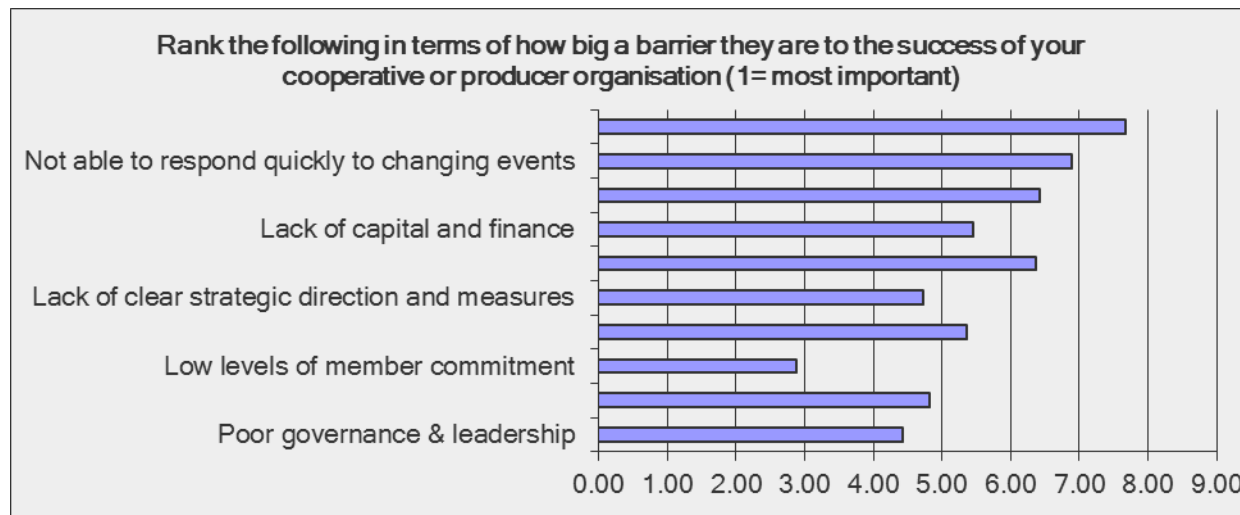
Are there any other factors that are important to the success of your cooperative or producer organisation and why?	
Answer Options	Response Count
	17
<i>answered question</i>	17
<i>skipped question</i>	21

## Question 11

### Cooperatives and producer organisations

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

Answer Options	1	2	3	4	5	6	7	8	9	10	Rating Average	Response Count
Poor governance & leadership	4	7	8	0	3	3	1	2	2	3	4.42	33
Lack of management skills	3	3	6	8	3	1	1	1	6	1	4.82	33
Low levels of member commitment	11	8	5	3	3	0	0	2	0	1	2.88	33
Little ambition from the board and management	0	2	4	8	7	3	3	1	3	2	5.36	33
Lack of clear strategic direction and measures	3	3	4	4	6	5	6	1	1	0	4.73	33
Inequitable treatment between members	1	4	1	0	4	8	3	4	3	5	6.36	33
Lack of capital and finance	6	4	2	0	1	4	6	4	3	3	5.45	33
Little alignment of objectives between members, the	1	1	2	6	1	3	6	6	4	3	6.42	33
Not able to respond quickly to changing events	2	1	1	3	3	2	2	8	7	4	6.88	33
No focus on risks and risk management	2	0	0	1	2	4	5	4	4	11	7.67	33
											<b>answered question</b>	<b>33</b>
											<b>skipped question</b>	<b>5</b>



## Question 12

### Cooperatives and producer organisations

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

Answer Options

Response  
Count

17

*answered question*

17

*skipped question*

21

## Question 13

### Cooperatives and producer organisations

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

Answer Options

Response  
Count

24

*answered question*

24

*skipped question*

14

## Question 14

### Cooperatives and producer organisations

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

Answer Options	1	2	3	4	5	6	7	8	Rating Average	Response Count
An empathy with members	13	5	8	2	1	4	0	0	2.55	33
A focus on the market place	6	8	7	6	4	1	0	1	3.06	33
Ambition and tenacity	3	3	3	6	5	6	5	2	4.67	33
An entrepreneurial attitude	4	2	1	6	6	5	4	5	4.94	33
Good communicator	1	8	6	5	7	2	2	2	4.00	33
Financial acumen	1	3	4	4	4	11	4	2	5.00	33
Ability to run complex operations and businesses	4	2	4	4	3	3	12	1	4.88	33
Cooperative experience	1	2	0	0	3	1	6	20	6.91	33
<i>answered question</i>										33
<i>skipped question</i>										5



## Question 15

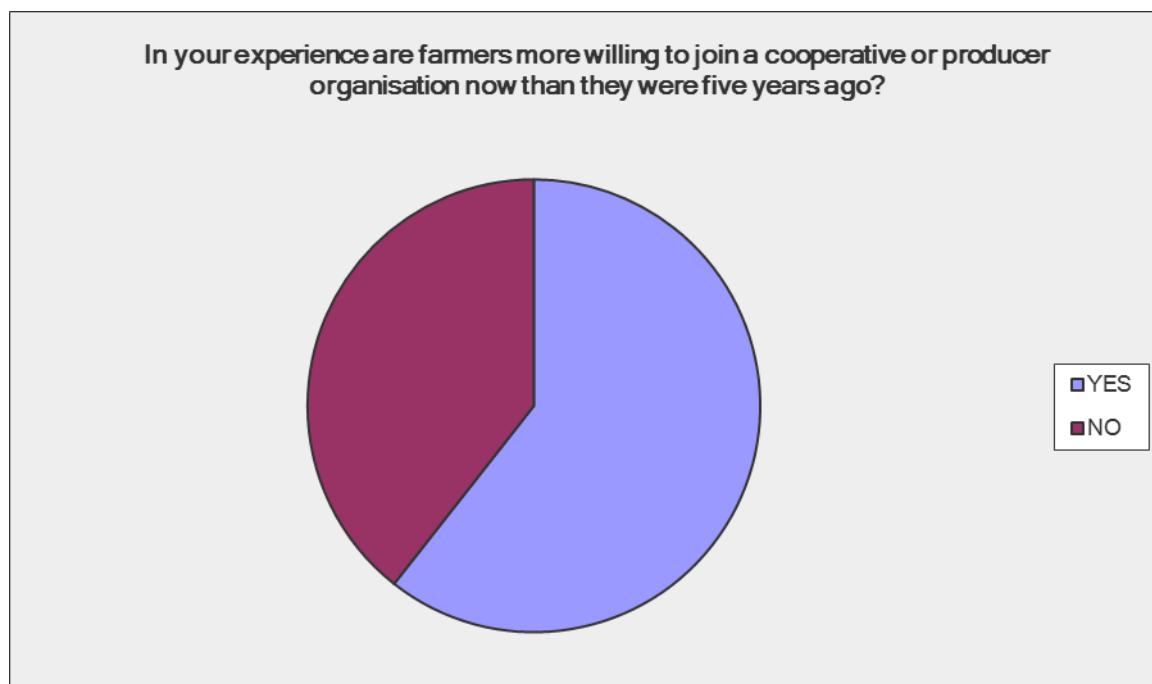
### Cooperatives and producer organisations

Are there any other attributes that you believe make a good cooperative / producer organisation leader?	
Answer Options	Response Count
	17
<i>answered question</i>	17
<i>skipped question</i>	21

## Question 16

### Cooperatives and producer organisations

In your experience are farmers more willing to join a cooperative or producer organisation now than they were five years ago?		
Answer Options	Response Percent	Response Count
YES	60.6%	20
NO	39.4%	13
<i>answered question</i>		33
<i>skipped question</i>		5

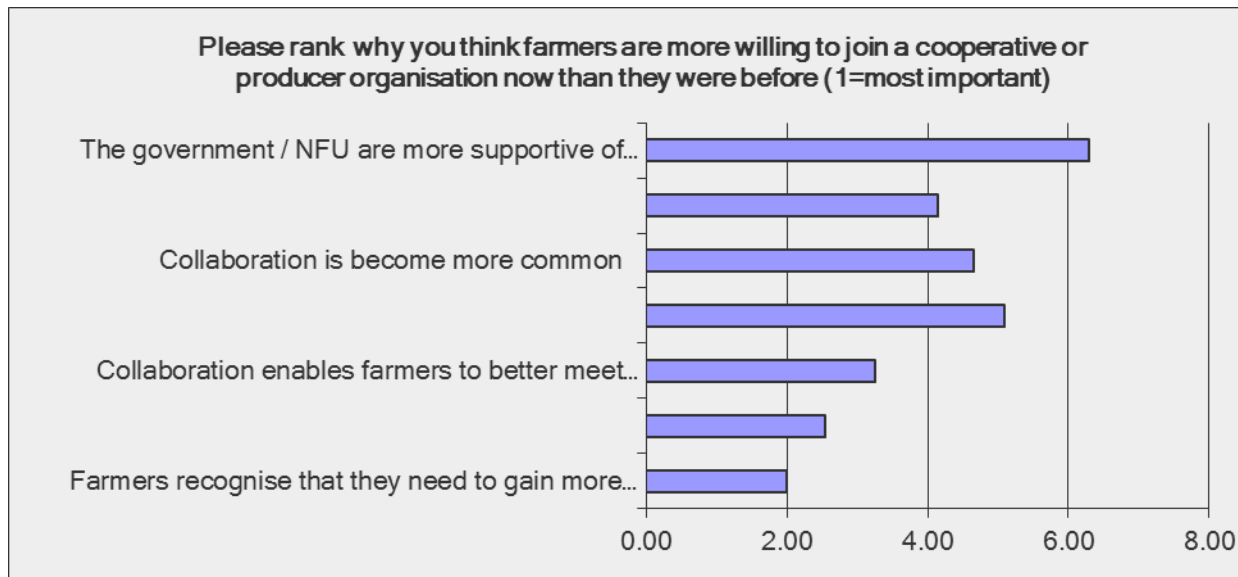


## Question 17

### Cooperatives and producer organisations

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

Answer Options	1	2	3	4	5	6	7	Rating Average	Response Count
Farmers recognise that they need to gain more power	13	1	2	3	0	0	1	2.00	20
POs/Cooperatives operating in the UK are proving	4	6	7	2	0	1	0	2.55	20
Collaboration enables farmers to better meet	1	6	4	5	4	0	0	3.25	20
Government support has reduced leaving farmers	0	1	1	3	7	6	2	5.10	20
Collaboration is become more common	1	2	1	3	6	6	1	4.65	20
A new generation of farmers is coming into the industry	1	3	4	3	3	5	1	4.15	20
The government / NFU are more supportive of	0	1	1	1	0	2	15	6.30	20
<i>answered question</i>									<b>20</b>
<i>skipped question</i>									<b>18</b>

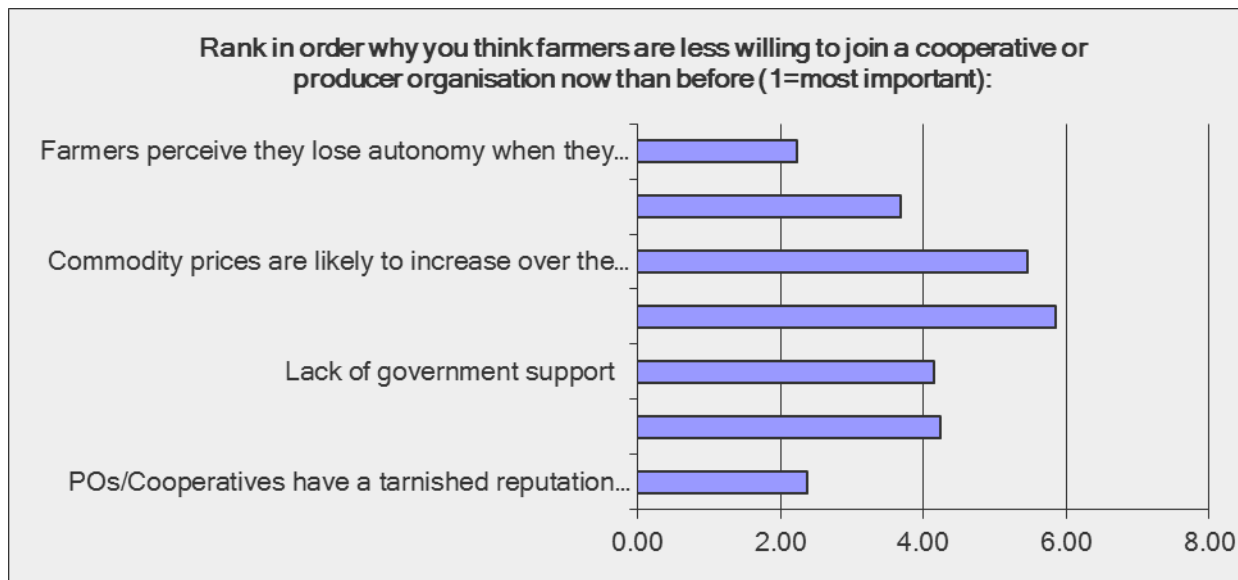


## Question 18

### Cooperatives and producer organisations

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

Answer Options	1	2	3	4	5	6	7	Rating Average	Response Count
POs/Cooperatives have a tarnished reputation	5	4	2	0	1	0	1	2.38	13
POs/Cooperatives are unable to perform as well as	1	1	1	6	1	1	2	4.23	13
Lack of government support	0	2	3	1	5	2	0	4.15	13
Lack of NFU support	0	0	0	2	2	5	4	5.85	13
Commodity prices are likely to increase over the long-	0	0	1	2	4	2	4	5.46	13
Many POs/Cooperatives require the farmer to invest	1	4	3	1	0	2	2	3.69	13
Farmers perceive they lose autonomy when they	6	2	3	1	0	1	0	2.23	13
<i>answered question</i>									13
<i>skipped question</i>									25





Question 19

Cooperatives and producer organisations

Are you a producer organisation under the fruit and vegetable aid scheme?		
Answer Options	Response Percent	Response Count
YES	30.3%	10
NO	69.7%	23
answered question		33
skipped question		5



## Question 20

### Cooperatives and producer organisations

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?

Answer Options	Response Count
	9
<i>answered question</i>	9
<i>skipped question</i>	29

## Question 21

### Cooperatives and producer organisations

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

Answer Options	Response Count
	9
<i>answered question</i>	9
<i>skipped question</i>	29

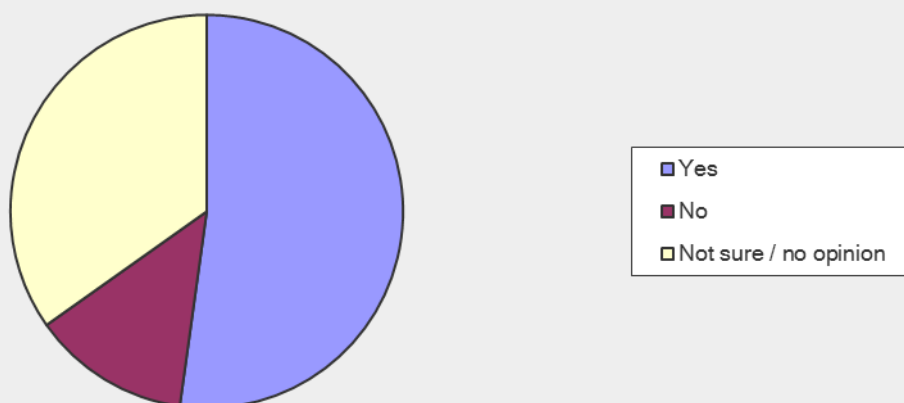
## Question 22

### Cooperatives and producer organisations

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?

Answer Options	Response Percent	Response Count
Yes	52.2%	12
No	13.0%	3
Not sure / no opinion	34.8%	8
please comment		5
<i>answered question</i>		<b>23</b>
<i>skipped question</i>		<b>15</b>

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?



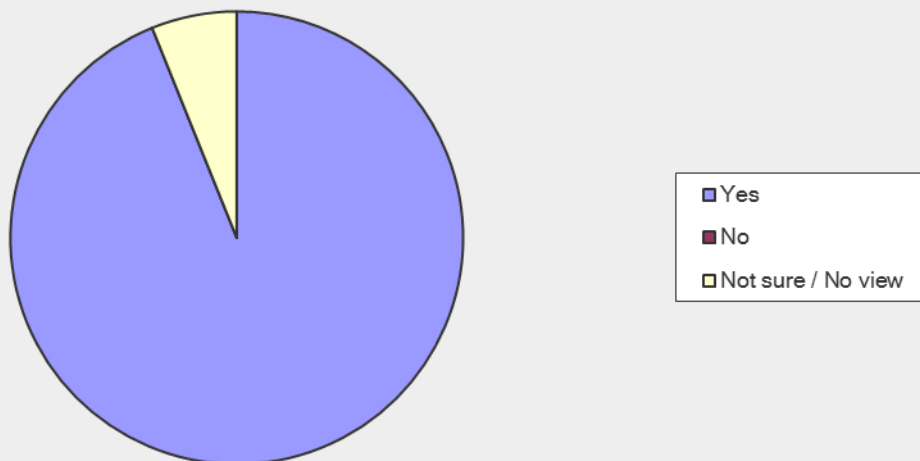
## Question 23

### Cooperatives and producer organisations

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

Answer Options	Response Percent	Response Count
Yes	93.9%	31
No	0.0%	0
Not sure / No view	6.1%	2
<i>answered question</i>		<b>33</b>
<i>skipped question</i>		<b>5</b>

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

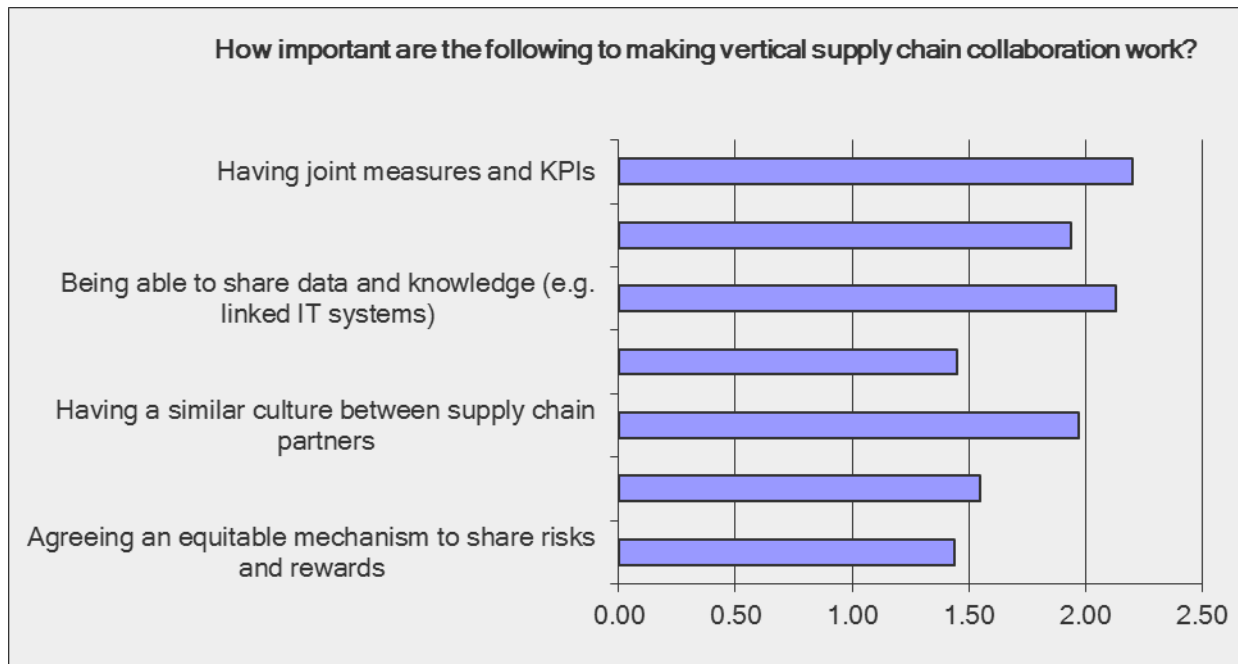


## Question 24

### Cooperatives and producer organisations

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

Answer Options	Very important	Important	Useful	Not important	Rating Average	Response Count
Agreeing an equitable mechanism to share risks and	19	12	1	0	1.44	32
The attitude of the retail sector	16	13	2	0	1.55	31
Having a similar culture between supply chain	8	18	5	1	1.97	32
Having trust and commitment between supply chain	19	10	2	0	1.45	31
Being able to share data and knowledge (e.g. linked	5	17	9	0	2.13	31
Building relationships across multiple organisational	11	12	9	0	1.94	32
Having joint measures and KPIs	6	14	8	2	2.20	30
Any other important factors - please comment						7
<i>answered question</i>						32
<i>skipped question</i>						6



## Question 25

### Cooperatives and producer organisations

Are there any particular barriers that prevent the formation of vertical supply chain collaboration?	
Answer Options	Response Count
	18
<i>answered question</i>	18
<i>skipped question</i>	20

## Question 26

### Cooperatives and producer organisations

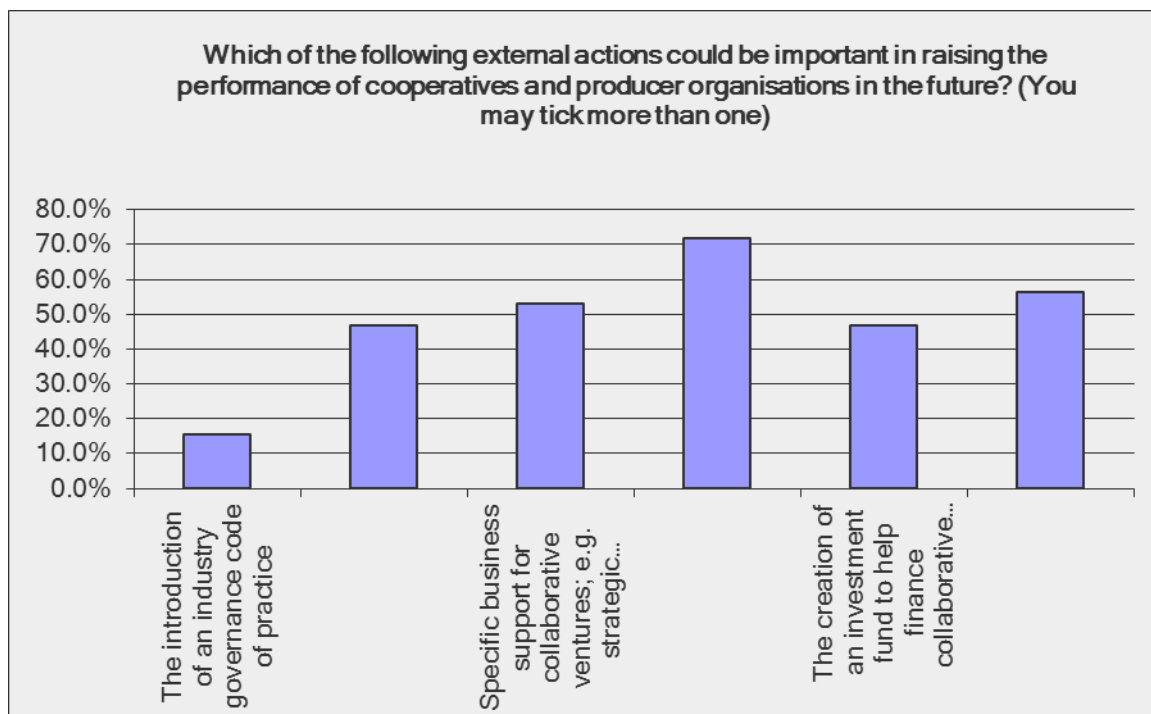
Can you give any examples or evidence that the existence of cooperatives and/or collaborative activity improves the competitiveness of UK agriculture?	
Answer Options	Response Count
	19
<i>answered question</i>	19
<i>skipped question</i>	19

## Question 27

### Cooperatives and producer organisations

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)

Answer Options	Response Percent	Response Count
The introduction of an industry governance code of practice	15.6%	5
An industry programme to develop and train farmer directors and farm leaders	46.9%	15
Specific business support for collaborative ventures; e.g. strategic development, business planning, new collaborative start ups, etc.	53.1%	17
Grant funding specifically targeted at vertical supply chain collaboration	71.9%	23
The creation of an investment fund to help finance collaborative activity	46.9%	15
Greater government and NFU support for collaborative activity	56.3%	18
<i>answered question</i>		<b>32</b>
<i>skipped question</i>		<b>6</b>



## Question 28

### Cooperatives and producer organisations

Are there any other factors/ideas which would help raise the performance of cooperatives and producer organisations in the future?	
Answer Options	Response Count
	14
<i>answered question</i>	14
<i>skipped question</i>	24

## Question 29

### Cooperatives and producer organisations

Do you have any recommendations as to how government should support cooperatives / producer organisations and collaboration more widely in the future?	
Answer Options	Response Count
	18
<i>answered question</i>	18
<i>skipped question</i>	20