

Question 1

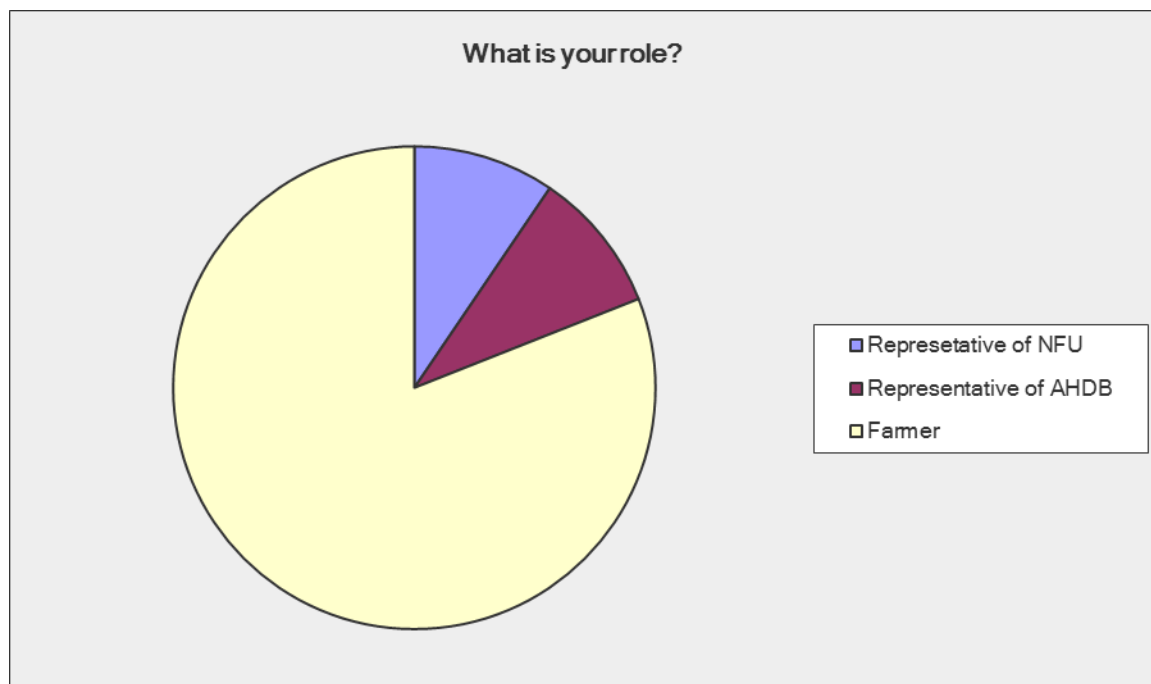
Cooperatives and producer organisations

Please provide your name (optional)	
Answer Options	Response Count
	13
<i>answered question</i>	13
<i>skipped question</i>	24

Question 2

Cooperatives and producer organisations

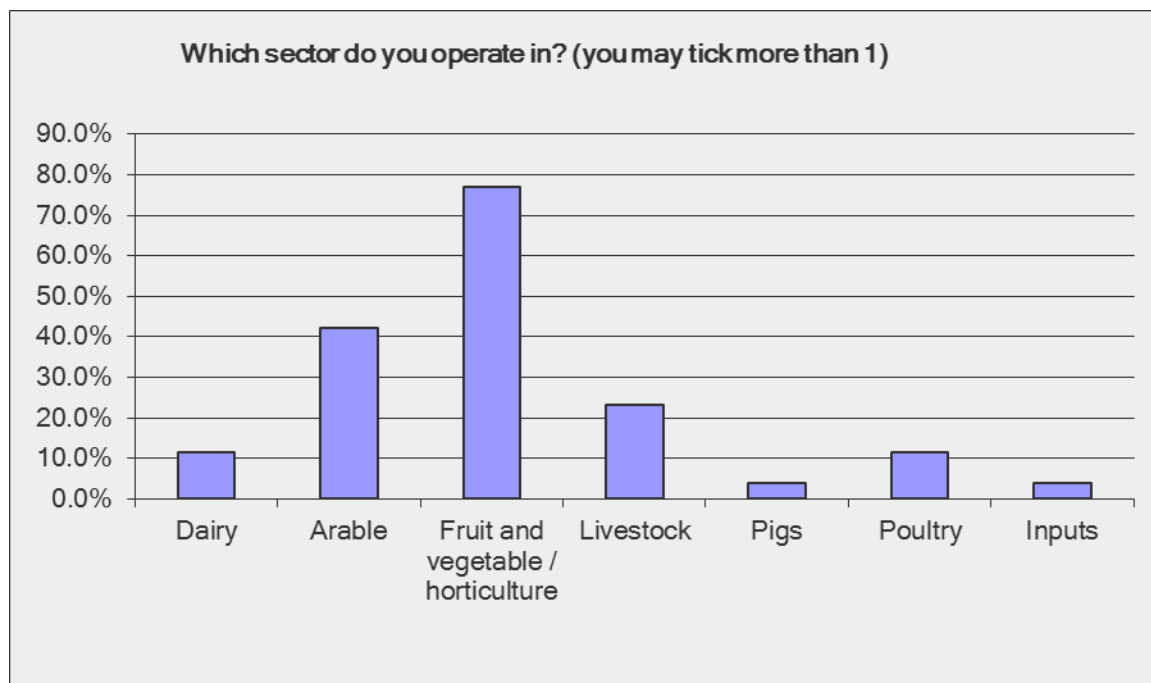
What is your role?		
Answer Options	Response Percent	Response Count
Representative of NFU	9.5%	2
Representative of AHDB	9.5%	2
Farmer	81.0%	17
Other (please specify)		4
<i>answered question</i>		21
<i>skipped question</i>		16



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	11.5%	3
Arable	42.3%	11
Fruit and vegetable / horticulture	76.9%	20
Livestock	23.1%	6
Pigs	3.8%	1
Poultry	11.5%	3
Inputs	3.8%	1
Other (please specify)		0
<i>answered question</i>		26
<i>skipped question</i>		11



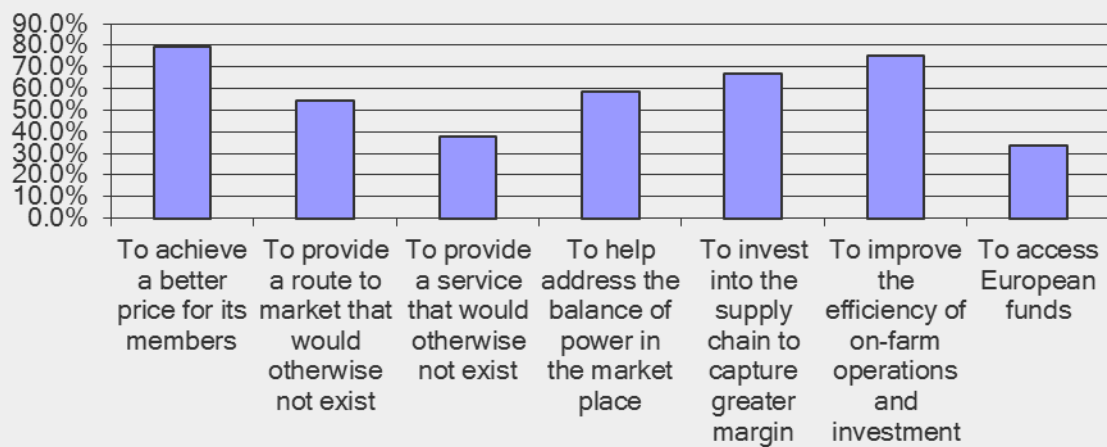
Question 4

Cooperatives and producer organisations

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

Answer Options	Response Percent	Response Count
To achieve a better price for its members	79.2%	19
To provide a route to market that would otherwise not exist	54.2%	13
To provide a service that would otherwise not exist	37.5%	9
To help address the balance of power in the market place	58.3%	14
To invest into the supply chain to capture greater margin	66.7%	16
To improve the efficiency of on-farm operations and investment	75.0%	18
To access European funds	33.3%	8
Other (please specify)		0
answered question		24
skipped question		13

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



Question 5

Cooperatives and producer organisations

In terms of measuring success, in your view how important are the following measures to a 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 tonne)	0	4	4	15	3.48	23
Profit generated by the cooperative or producer organisation	7	8	6	2	2.13	23
Return on investment	3	6	8	6	2.74	23
Strength of the balance sheet	2	11	9	1	2.39	23
Growth in volume traded	3	5	11	2	2.57	21
Growth in member numbers	4	14	4	1	2.09	23
Member churn (members leaving / joining)	9	9	4	0	1.77	22
Member satisfaction and 'happiness'	1	2	11	9	3.22	23
Market share	6	4	11	2	2.39	23
<i>answered question</i>						23
<i>skipped question</i>						14



Question 6

Cooperatives and producer organisations

Are there any measures we haven't listed which you feel are important?	
Answer Options	Response Count
	6
<i>answered question</i>	6
<i>skipped question</i>	31

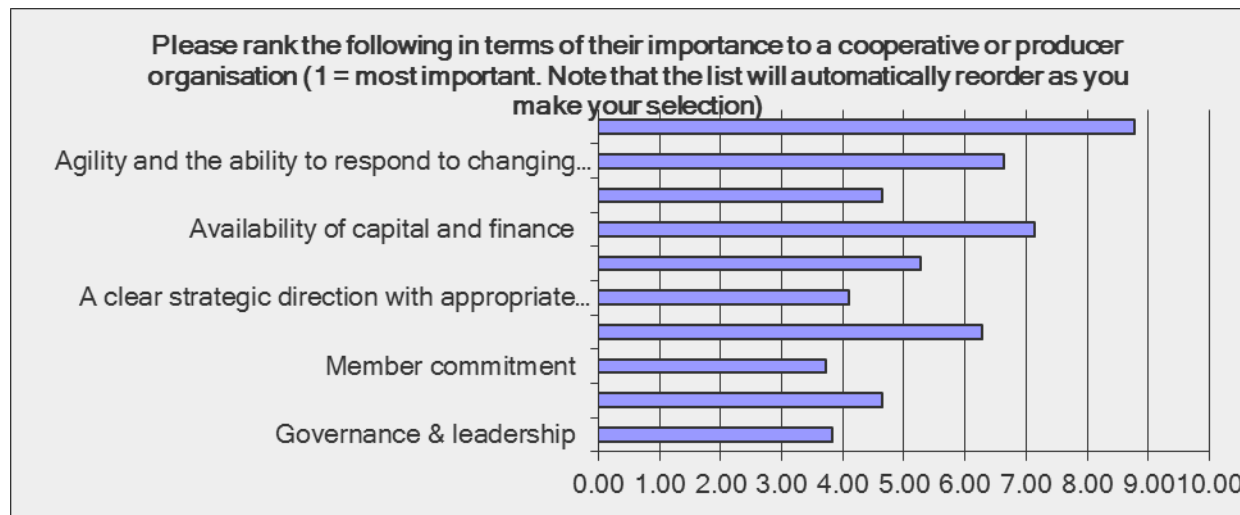
Question 7

Cooperatives and producer organisations

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)

Answer Options	1	2	3	4	5	6	7	8	9	10	Rating Average	Response Count
Governance & leadership	5	4	3	2	2	1	3	1	1	0	3.82	22
Management skills	2	5	1	2	3	5	1	1	1	1	4.64	22
Member commitment	6	3	2	2	4	0	4	1	0	0	3.73	22
The ambition of the board and management	0	1	3	4	1	3	2	2	2	4	6.27	22
A clear strategic direction with appropriate measures	2	4	3	4	3	4	0	2	0	0	4.09	22
An equitable structure to share the benefits between	3	1	4	2	0	3	4	1	3	1	5.27	22
Availability of capital and finance	1	0	1	1	2	2	3	6	2	4	7.14	22
Alignment of objectives between members, the board	2	4	2	4	3	1	1	3	2	0	4.64	22
Agility and the ability to respond to changing events	1	0	2	1	3	3	2	2	8	0	6.64	22
An awareness of risk and risk management	0	0	1	0	1	0	2	3	3	12	8.77	22

answered question 22
skipped question 15



Question 8

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
	7
<i>answered question</i>	7
<i>skipped question</i>	30

Question 9

Cooperatives and producer organisations

Rank the following in terms of how big a barrier they are to the success of a 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	7	5	4	3	1	1	1	1	0	0	2.91	23
Lack of management skills	3	6	3	3	2	4	0	2	0	0	3.74	23
Low levels of member commitment	6	4	5	0	2	2	0	2	2	0	3.70	23
Little ambition from the board and management	1	1	4	5	4	2	5	0	0	1	4.87	23
Lack of clear strategic direction and measures	1	4	2	3	6	3	4	0	0	0	4.48	23
Inequitable treatment between members	1	2	1	2	0	5	3	3	1	5	6.52	23
Lack of capital and finance	0	1	1	4	2	2	5	5	2	1	6.35	23
Little alignment of objectives between members, the	4	0	2	2	2	0	3	7	2	1	5.78	23
Not able to respond quickly to changing events	0	0	1	1	3	2	1	1	13	1	7.65	23
No focus on risks and risk management	0	0	0	0	1	2	1	2	3	14	9.00	23
answered question												23
skipped question												14



Question 10

Cooperatives and producer organisations

Are there any other barriers to success not listed above and why are they barriers?	
Answer Options	Response Count
	5
<i>answered question</i>	5
<i>skipped question</i>	32

Question 11

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	5	6	2	1	6	2	1	1	3.50	24
A focus on the market place	7	7	2	3	2	2	1	0	2.83	24
Ambition and tenacity	0	2	7	5	3	3	2	2	4.50	24
An entrepreneurial attitude	1	1	3	4	2	6	4	3	5.25	24
Good communicator	4	2	1	3	4	4	6	0	4.54	24
Financial acumen	1	2	5	5	4	4	3	0	4.38	24
Ability to run complex operations and businesses	5	4	4	3	1	2	4	1	3.75	24
Cooperative experience	1	0	0	0	2	1	3	17	7.25	24
answered question										24
skipped question										13



Question 12

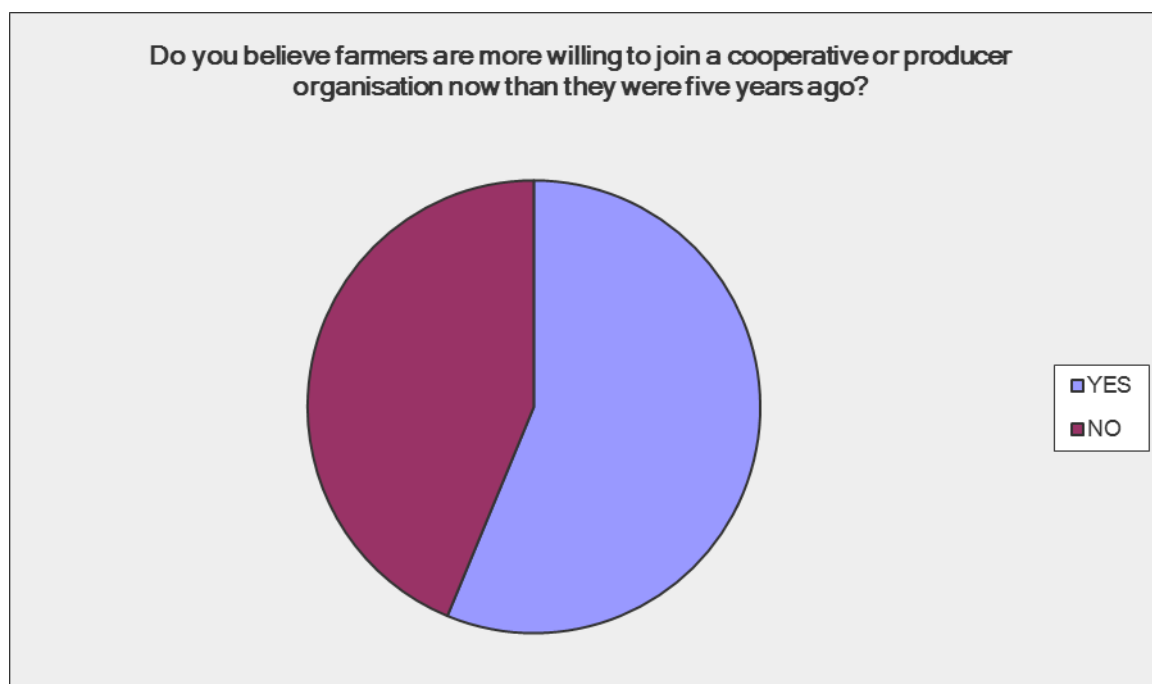
Cooperatives and producer organisations

Are there any other attributes that you believe make a good cooperative / producer organisation leader?	
Answer Options	Response Count
	6
<i>answered question</i>	6
<i>skipped question</i>	31

Question 13

Cooperatives and producer organisations

Do you believe farmers are more willing to join a cooperative or producer organisation now than they were five years ago?		
Answer Options	Response Percent	Response Count
YES	56.3%	18
NO	43.8%	14
<i>answered question</i>		32
<i>skipped question</i>		5

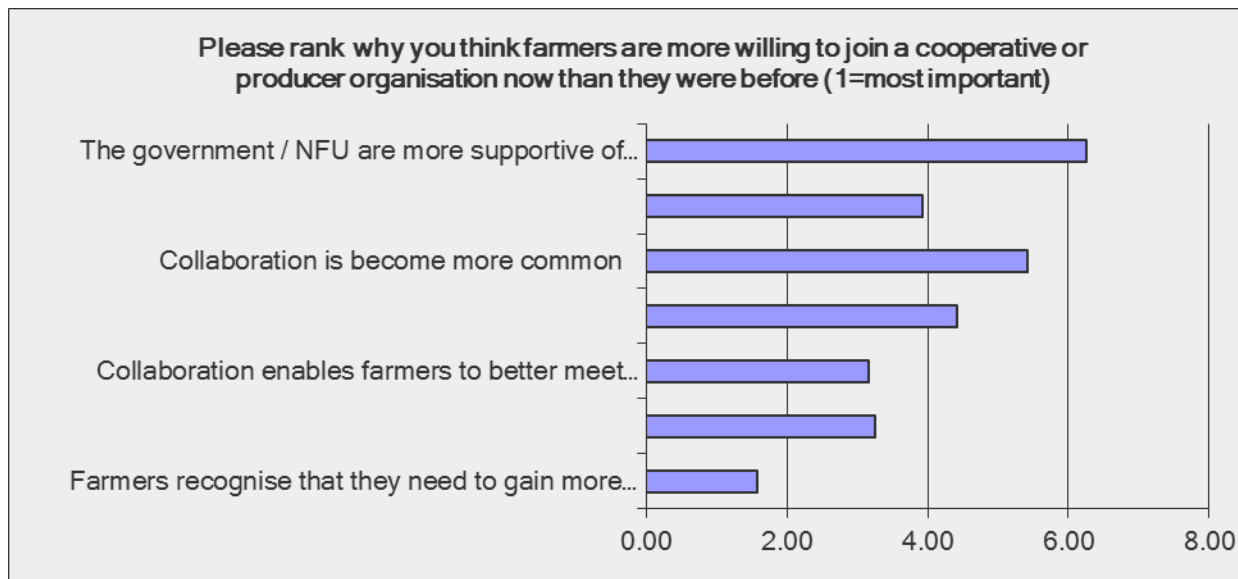


Question 14

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	8	2	1	1	0	0	0	1.58	12
POs/Cooperatives operating in the UK are proving	1	3	5	1	0	1	1	3.25	12
Collaboration enables farmers to better meet	0	5	3	2	1	1	0	3.17	12
Government support has reduced leaving farmers	1	1	2	3	0	3	2	4.42	12
Collaboration is become more common	0	0	0	0	9	1	2	5.42	12
A new generation of farmers is coming into the industry	2	1	1	4	0	4	0	3.92	12
The government / NFU are more supportive of	0	0	0	1	2	2	7	6.25	12
<i>answered question</i>									12
<i>skipped question</i>									25

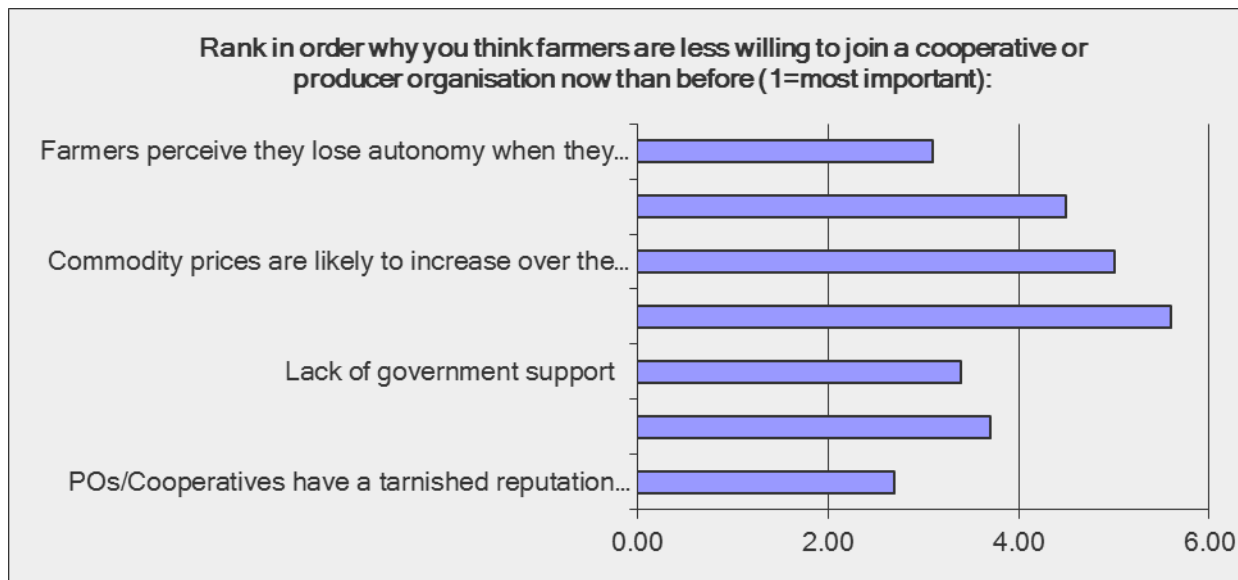


Question 15

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	4	1	2	2	0	0	1	2.70	10
POs/Cooperatives are unable to perform as well as	1	3	0	2	3	0	1	3.70	10
Lack of government support	1	3	2	1	2	0	1	3.40	10
Lack of NFU support	0	0	2	1	0	3	4	5.60	10
Commodity prices are likely to increase over the long-	0	1	1	0	4	3	1	5.00	10
Many POs/Cooperatives require the farmer to invest	0	1	2	3	0	3	1	4.50	10
Farmers perceive they lose autonomy when they	4	1	1	1	1	1	1	3.10	10
<i>answered question</i>									10
<i>skipped question</i>									27



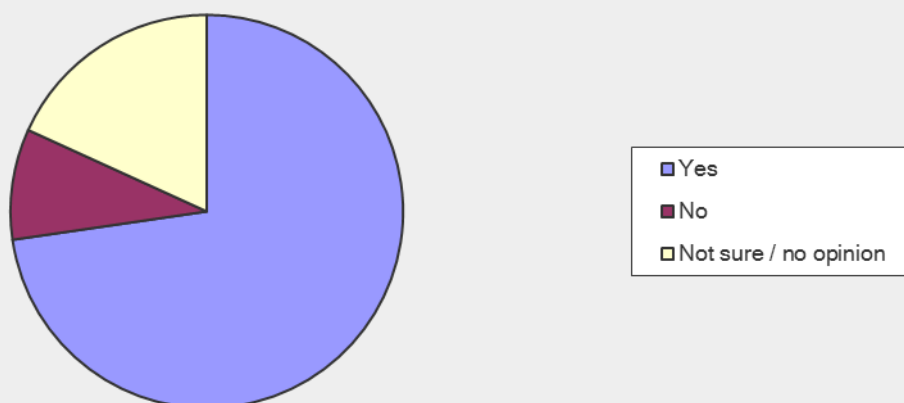
Question16

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	72.7%	16
No	9.1%	2
Not sure / no opinion	18.2%	4
<i>answered question</i>		22
<i>skipped question</i>		15

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 17

Cooperatives and producer organisations

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

Answer Options	Response Count
	15
<i>answered question</i>	15
<i>skipped question</i>	22

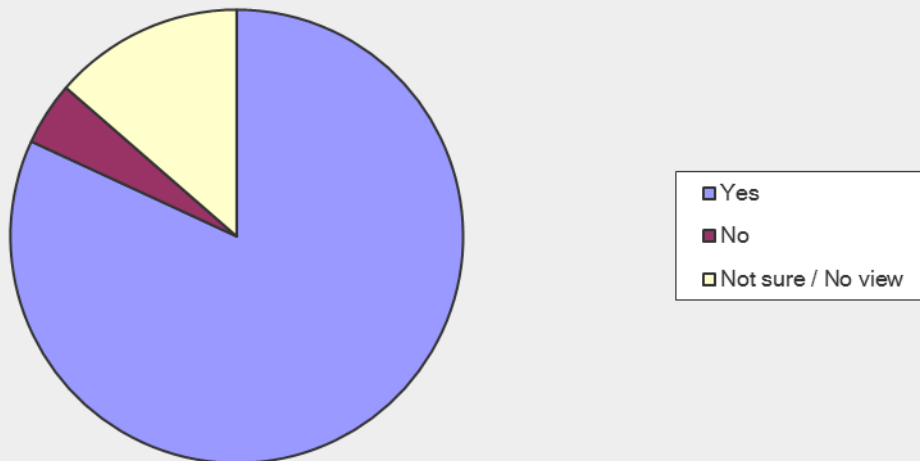
Question 18

Cooperatives and producer organisations

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

Answer Options	Response Percent	Response Count
Yes	81.8%	18
No	4.5%	1
Not sure / No view	13.6%	3
<i>answered question</i>		22
<i>skipped question</i>		15

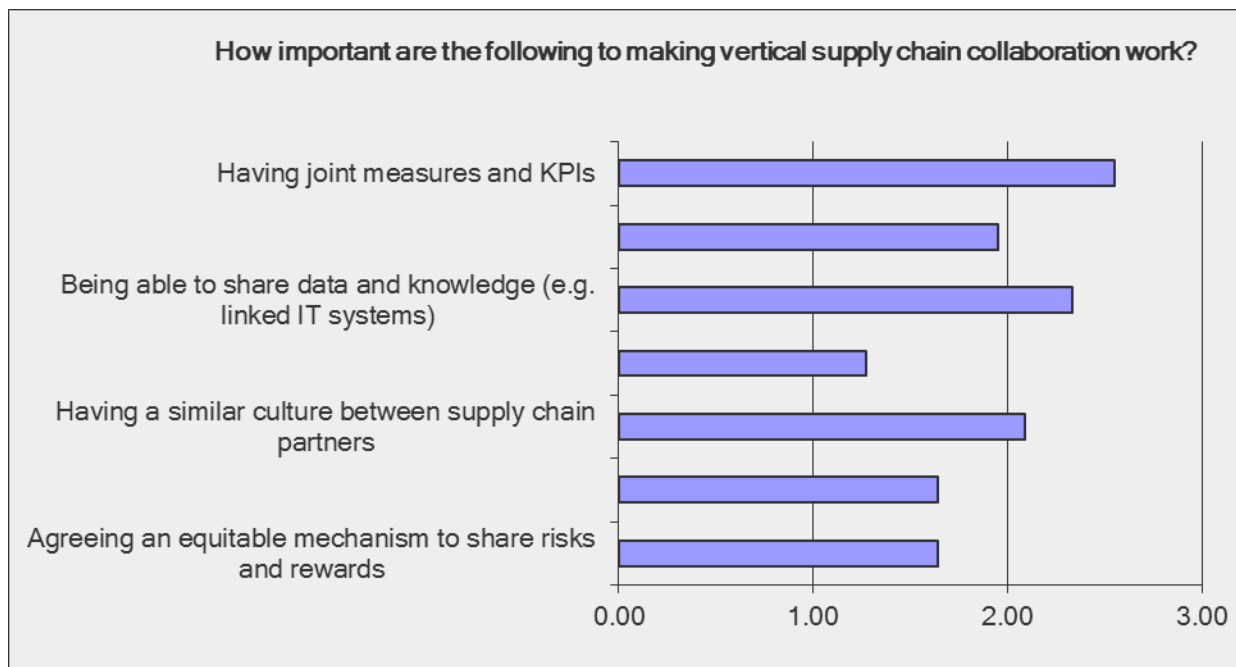
Are we likely to see more vertical supply chain collaboration in the future?



Question 19

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 rewards	12	7	2	1	1.64	22
The attitude of the retail sector	12	7	2	1	1.64	22
Having a similar culture between supply chain partners	5	11	5	1	2.09	22
Having trust and commitment between supply chain partners	18	3	0	1	1.27	22
Being able to share data and knowledge (e.g. linked IT systems)	1	13	6	1	2.33	21
Building relationships across multiple organisational levels	6	12	3	1	1.95	22
Having joint measures and KPIs	1	9	11	1	2.55	22
Any other important factors - please comment						2
<i>answered question</i>						22
<i>skipped question</i>						15



Question 20

Cooperatives and producer organisations

Are there any particular barriers that prevent the formation of vertical supply chain collaboration?	
Answer Options	Response Count
	11
<i>answered question</i>	11
<i>skipped question</i>	26

Question 21

Cooperatives and producer organisations

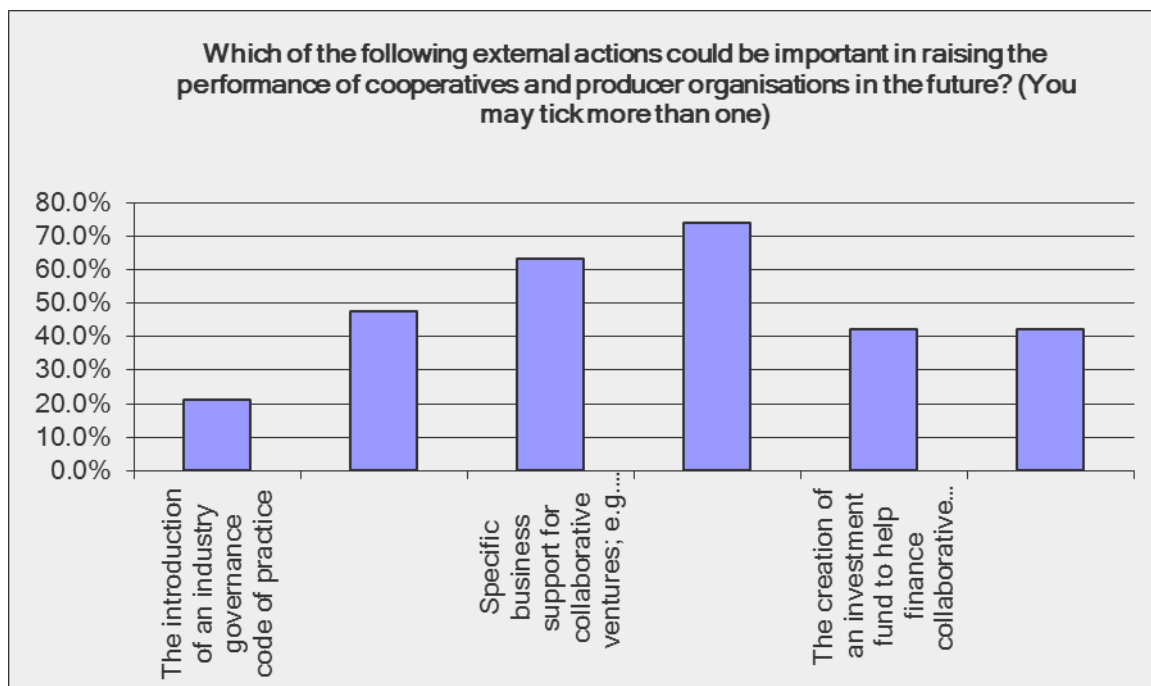
Can you give any examples or evidence that the existence of cooperatives and/or collaborative activity improves the competitiveness of UK agriculture?	
Answer Options	Response Count
	12
<i>answered question</i>	12
<i>skipped question</i>	25

Question 22

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	21.1%	4
An industry programme to develop and train farmer directors and farm leaders	47.4%	9
Specific business support for collaborative ventures; e.g. strategic development, business planning, new collaborative start ups, etc.	63.2%	12
Grant funding specifically targeted at vertical supply chain collaboration	73.7%	14
The creation of an investment fund to help finance collaborative activity	42.1%	8
Greater government and NFU support for collaborative activity	42.1%	8
answered question		19
skipped question		18



Question 23

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
	8
<i>answered question</i>	8
<i>skipped question</i>	29

Question 24

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
	14
<i>answered question</i>	14
<i>skipped question</i>	23