

How Can Regional and National Branding Improve Returns for Larger Scale Farmers



Sponsored by the South of England Agricultural Society

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Introduction

I am a self employed Consultant Farm Manager from the South East of England, a farm manager's son with a truly mixed farming background. I am currently involved with the management of over 4000 acres on separate and diverse contracts from day to day farm management to monthly consultancy visits. I also share farm 480 acres of arable land.

Leading up to my applying for a Nuffield scholarship in November 2005, I had been feeling a growing sense of frustration with the industry that I love. Producing food to the highest standards, becoming more and more office bound and yet making less money had made me wonder if my future lay outside of agriculture completely. Working for a local estate agent providing land management advice, only served to reinforce this feeling. Seeing a successful business growing and staff rewarded for hard work and professionalism.

By chance I found myself at the South of England Agricultural Society annual conference and was handed a Nuffield application form. Being the wrong side of forty I thought I had missed my chance of applying for a scholarship. Having established that I could just squeeze in, I applied and I embarked on a two year journey that I could never have imagined.

The speaker that night was Professor David Hughes speaking about food marketing and branding. With farm gate prices at an all time low at that time, I felt inspired to study brands to see how they could be used to help me improve profitability on larger, predominantly arable farms supplying a volatile commodity market.

Background

As I am mostly involved with the cereals, beef and sheep sectors at the moment, I have mainly focused on these areas for the focus of this report.

Since BSE there has been an increasing demand from the consumer for higher standards of food production from farm to plate. As an industry we have grudgingly answered the call of the market place and the government through legislation, and improved our production techniques to meet this demand. But we have not benefited financially from meeting farm assurance standards. In fact, arguably they have been at a cost to our businesses. If we had more fully embraced these demands could we have turned them to our advantage through brands and marques such as the Red Tractor?

As the farm subsidies have declined, I have been turning to environmental schemes, primarily to supplement the shortfall in income. I have added value to some crops by becoming a Conservation Grade Grower for Jordans Cereals, but they have been one of the only customers prepared to pay a premium for linking environmental protocols to the end product. Is there not more to be made from telling this story, particularly to the middle income and affluent consumer who are more able and prepared to pay a premium for food with provenance?

I have focused on larger producers because, in my view, it has been easier for smaller farms and part time lifestyle farmers to diversify and add value. This is evident at farmers markets with a number of small producers selling niche value added products successfully. However, it is very difficult for larger producers, particularly in the cereals sector to diversify without major capital investment in processing machinery. In this respect, they are at a disadvantage to the red meat sector who that has had a number of small abattoirs constructed in the last few years to supply local demand, but small local flour mills are virtually non-existent. This lack of regional processing has recently caused me a problem on a farm in Surrey.

I have been growing Durum Wheat for a local cheese and pasta maker who has local provenance for all of his other ingredients. The wheat is still sitting in our store as we cannot find a suitable mill to process it. They are too large, watermills with no bulk handling or organic only. Our options are to install a milling plant or take the wheat to Italy.

How can the larger farmer break free from being a commodity producer and use brands both at a regional and a national level to improve profitability?

The Study Title

What is a brand? It is a difficult, abstract concept for most primary producers to grasp as the value of a brand is beyond the farm gate.

The Dictionary of Business and Management defines a brand as: “a name, sign or symbol used to identify items or services of the seller and to differentiate them from goods of competitors”. A better definition is “a brand is a collection of perceptions in the mind of the consumer”. This makes the point that a brand is intangible and very different from a product or service. It also helps us to understand how to build a brand, not only with communication and logos, but through the total experience it offers.



A brand's integrity must never be compromised because the customers overriding memory will be their most recent experience. This important point is something that many farmers fail to grasp as they still feel so disconnected from the food chain.

Coca Cola learnt this lesson in the 1980's. Market share had been slowly slipping to Pepsi, so Coke decided to modify its taste to make it closer to Pepsi. This resulted in a huge consumer backlash. A psychiatrist hired to listen in to phone calls of complaints told executives that some consumers sounded as if they were discussing the death of a family member. Within three months Coke was forced to release Coca-Cola classic and quietly dropped New Coke. It was one of the biggest marketing fiascos in history.

How is regional defined? Having completed my travels I now realise how parochial my outlook was. True, there are a few very successful regional marketing schemes within the UK. However on a global scale we are only a small region with an insignificant exportable surplus and struggling to compete with imports of quality food with recognized and established brands.

Overseas Travel

I realised I needed to visit countries at different points in the global food chain and with differing consumer attitudes to food purchasing to help me understand the UK market perspective. Following our briefing in Holland, I travelled to China. I had originally intended to then travel on to the USA and South America. But after China I decided to shift the focus of my study and travel to Australia and New Zealand to follow the food chain from Asia back to two of its most important sources.

Kosovo

Since the end of the Balkan war in 1999 Kosovo has been under temporary United Nations administration according to the UN Security Council resolution 1244, although it has its own parliament and government. It is a geographical basin situated at 500 metres and surrounded by mountains which provide an abundance of water.

Kosovo has an estimated population of 2.1 million, of which 88% are Albanian, 7% Serbian and 5% others. It is divided into 29 municipalities and about 1500 villages. It is mainly rural with only nine towns with over 20,000 inhabitants (30% of the population). There is still a heavy UN presence with 17,000 KFOR troops, 5000 UN staff and 3000 employees from NGO's.

In early 1998 large scale fighting broke out in Kosovo between the Yugoslav army and the Kosovo Liberation Army resulting in the displacement of 300,000 people. Yugoslav forces mounted a systematic campaign of murder, persecution and mass deportation of Kosovo's ethnic Albanians. On the 24th of March NATO forces began air operations in pursuit of a resolution to the crisis. On the 3rd June President Slobodan Milosevic accepted peace terms presented to him and by 20th June the Serbian forces had left Kosovo destroying buildings leaving booby traps and landmines as they left. The final number of people killed is highly disputed, but an estimated 10,000 – 12,000 ethnic Albanians were killed with a further 3,500 missing.

During the 1970s and 1980s significant investment was made in the agricultural sector. Irrigation schemes were modernised. Farms became heavily mechanised and there was an intensive use of inputs. A network of 145 cooperatives and 96 associated trading centres were put in place for the marketing of agricultural produce, procurement of inputs and provision of credit.

In the period before the war from 1989 onwards the agricultural sector fell into decline. There was a migration to Western Europe of some 400,000 Kosovans. Consequently the public and socially owned enterprises and cooperatives lacked the operational funds and staff to operate efficiently. The irrigation systems almost ceased their activities and increasing amount of land became uncropped and remained fallow. There was a lack of investment in agriculture and maintenance of the infrastructure was neglected. As a result during the second half of the 1990's the agricultural sector became characterised by small scale subsistence farming, still very much in evidence during my visit.

During the period of hostilities damage to in the countryside was greater than in the cities, largely due to the fact that the KLA were largely based in the rural areas, a large proportion being farming families. Half of the farming families experienced losses, destruction of livestock, buildings including their dwellings and machinery. When the Serbian army invaded, they tried to hide their military equipment in farm buildings which were then targeted by UN air strike causing substantial damage.

From 1997 to 1999 agricultural activities almost ceased, especially processing. In 1998 wheat yields were only 45% of the 1997 yields and even lower in 1999. Half of all livestock was killed and 40% of farm buildings lost. Over 70% of farmland was a waste land, much of it still littered with landmines. The value of this destruction is estimated at US\$740 million.

Recovery has been quite rapid taking into account the low resources allocated to agriculture. In 2002 the effective budget for agriculture was only 0.6% of the total public expenditure, an extremely low figure for a sector employing two thirds of the population and representing 35% of GDP. Between 1998 and 2005 over €1 billion have been committed by the European Agency for Reconstruction to Kosovo, of which only €66 million has been spent on the rural economy. Consequently food represents about 30% of the total of Kosovo's registered imports.

There are 120,000 farmers in Kosovo with over 0.1 of a Hectare. Sixty five percent of these are subsistence farmers with mixed cropping. The main enterprises are dairy, cereals and vegetables, with vineyards in the Rahovec area to the west. The focus of my tour was predominantly the dairy sector.

Only three dairy producers in the country have more than 100 cows, the average herd size being 12 cows. Many of these farms do not have refrigerated bulk tanks. One of the dairies we visited was processing 30,000 litres a day from 50 producers with two tankers leading to problems with milk quality and continuity of supply. Most of the farmers receive no extra payment for milk quality or hygiene. They receive little technical advice on nutrition, fertility, animal health or hygiene. The milk price typically is around 27 eurocents/litre.

The old state farms are being purchased by private investors through a process called "Commercialisation". This is where the technical support is being focused with a view to using them as demonstration farms. These entrepreneurial farmers are essential for the recovery of agriculture within Kosovo. Most of them are moving over to Holstein cows purchased as in-calf heifers, typically from Germany, building up problems for the beef sector. The main problem for these farmers is that they are tenants wishing to buy the farms, but knowing that the government will sell them to the highest bidder after the lengthy commercialisation procedure. So they are loath to make improvements to their farms for fear of pushing up the value.

During the course of the week I visited three relatively small dairies ranging from 15,000 to 30,000 litres per day of milk received. Nearly all of this was being processed in to cheese and yoghurt with a small amount being sold as UHT or fresh liquid milk. The hygiene standards varied considerably. The dairy recognized as the best and held up as an example by EAR was the only one to ask us to wear protective clothing and where the staff were correctly dressed. It was also the only dairy to be paying farmers on milk quality and seasonality.

One of the dairies was reconstituting concentrated fruit juice through the same plant, in fact I was told by an American now living and working with farmers in Kosovo that they are adding water to imported milk powder and selling it as fresh milk. One thing they all had in common is that they were trying to build a business under very difficult conditions. They may not have been up to EU standards, but with EAR help and advice they are improving and one has just secured an export contract for cheese to Macedonia.

We travelled to a town called Pudevo where in September 2005 the pilot cattle identification project had taken place. This is an EU funded project with a budget of €2 million. Local veterinary officers had visited farmers to explain the reason for tagging, not only for in traceability and food safety, but also highlighting the benefits for recording and management information. The project was launched across Kosovo in November with over 90% of 240,000 cattle now ear tagged. The tags are not sent to the farmers, but to the local veterinary officer who then travels out to farms to tag the animals. Cattle passports and the IT systems for tracing cattle births, deaths and movements are expected to follow.

On my final day in Kosovo I had a meeting with Brian Milton who arguably has the most difficult job in the food and farming sector for Kosovo as he is in charge of the Marketing Support Project. The main objective of the project is to increase the consumption of Kosovo produce through branding and promotion. It aims to do this by:

- Developing new and strengthening existing market information services
- Improving market access through supply chain improvements
- Improve awareness and uptake of quality assurance schemes
- Increase consumption of Kosovo produce through branding and promotion
- Encourage agri-food trade in the Balkan region

He has a budget of €2 million for the next two years. The problem he faces is that there is a complete lack of confidence from the consumer in home produced food, particularly in meat and dairy products. It is not surprising considering that the home produced produce has no quality assurance and the whole food chain is very poorly regulated.

Whilst walking through Pristina, I saw a butchers shop directly opposite the Ministry of Agriculture. In the front of the shop was a freshly killed steer being skinned and butchered. When I mentioned this to somebody working for the EAR food safety project, he replied that this is a common occurrence. He also said that although there is an abattoir in Kosovo, it is hardly used. It is far more likely that cattle are hung from a tripod in the corner of the cattle market and killed for the purchase of the hide.

So it is not surprising that they would rather buy imported food which is perceived as better quality, ironically even from Serbia. With the border protection being so poor, there is a feeling that Kosovo is being used as a dumping ground by its neighbours. The inspections are infrequent and not particularly detailed and there is a huge black market with goods crossing the borders from all sides.

It is against this background that Brian and his team have to build a Kosovo food brand. The only way they can see of achieving this is to start at the food end of the chain and work back towards the farm gate. This means ensuring that the food production systems and retail outlets are of an acceptable standard and trust that farm assurance will follow. The main focus will be fruit, vegetables and wine production as the quality is already high due to the growing conditions, followed by the dairy sector. It is arguable whether the small dairy units of 5 – 10 cows will ever reach an acceptable standard for an assurance scheme and whether they will want to.

There are four messages that will be a basis for promoting the brand that could be applied to the UK:

For the producer – Think Quality Always

For the processor – Be Market Aware

For the retailer/consumer – Take Pride in buying Local Product

For the public – Be Aware of the importance of this sector to Kosovo

The marketing of agricultural produce in Kosovo is the complete antithesis of my Nuffield Scholarship topic so its relevance to this report could be questioned. There is no regional or national branding of produce and at the moment there is no requirement for it. However there is a need for home produced quality food that the consumer can purchase with confidence and it was fascinating to witness the rebuilding of the food and farming industry after a devastating period of conflict.

It is arguable that it is too early in the restructuring of Kosovo to have a food branding project, with no farm or food assurance schemes and a poor infrastructure for delivering quality food to the home market, let alone abroad.

My own feeling is that it should have been started sooner, to counter the threat of imported food. Maybe consumer confidence could then have been developed in a nation with such a high sense of national pride. Kosovo has good soils, a good climate and plenty of water. It could be pretty much self-sufficient and building an export trade to its Balkan neighbours. This however requires some joined up thinking from EAR, the UN and US Aid which seemed to be sadly lacking in some areas. Not surprising when you consider that there are 32 nations represented in the administration of Kosovo competing to provide rebuilding services.

Kosovo faces many challenges in the years ahead. Civil war is never very far away as there is a stalemate with Serbia on independence. If hostilities break out food production and quality will once again suffer as the region is once again thrust in to chaos.

China

During September 2006 I joined an Australian Nuffield study tour of China organised by Austrade, Australia's excellent trade organisation. We travelled to Guangzhou, Nanjing, Shanghai and Beijing meeting government officials, markets and manufacturers. There was a feeling of the whole trip being stage managed by the Chinese officials with an ever present black car and party official. This made getting to any kind of truth very difficult, particularly as we were seen as investors.

China cannot be viewed as one market as with 22 provinces and five autonomous regions the position is very complex. Consumer tastes vary from region to region along with custom and diet. The Chinese consume mostly pork due to tradition. The North and west prefer red meat. In the south east the diet is extremely varied with poultry, red meat, fresh water fish and even dog. The main staple is of course rice.

Economic growth is slowing, but is still over 9%. Consequently there is an increasing income disparity in China's 1.4 billion population between the urban and rural (South and East v North and West). An annual income for the urban dweller of £500 verses £155 for the rural dweller. Depending on whose figures are used between 60% and 70% of the population are farmers. Most of the work is done by hand, but on the eastern side there is a migration from the land to the cities mostly for construction and factory work (provided they have the correct papers).

The most humbling experience of all my travels was travelling from the bright lights of the city to visit a rice farmer in Guangdong, the father of one of our interpreters. This was the only visit unaccompanied by an official. He was farming 0.4ha producing two crops of rice per annum sold to the state with no negotiation on price giving him an annual income from the farm of £125. He was supplementing this by contracting to his neighbours with his buffalo that cost him £90 and earning £2 per day on a construction site.

The day before our visit he had been to the local dentist to have teeth removed with no pain killers. Despite this he had prepared us a meal and entertained us in his one bedroom concrete terraced house with one light bulb, a sink and a wood fired hob. He had never been to a city and had hardly ever left the local town.

But there is a new young, dynamic urban population with a greater capacity to consume. Consequently meat and dairy consumption is increasing in line with consumer wealth and western culture is likely to have an even greater influence over the Chinese and their diet in the future.

Although there are large livestock numbers, the industry is fragmented with inefficient production both at farm and processing level and no sophistication or integrity. There are 134 million cattle, but 78% of these are owned by farmers with 5 or less. There are 143 million sheep, but 33% are owned by farmers with fewer than 5 and 40% owned by farmers with 5 to 49. Since 1980 pork production had increased from 15 million tonnes to 40 million tonnes from 650 million pigs. The government still view meat as a cheap source of protein with wholesale beef at £1.10/kg and they encourage production. They are also improving manufacturing capacity and integrity by attracting private investment.

China remains a dairy importer and is likely to be so for the foreseeable future. Although there has been considerable investment from the government and the private sector, annual consumption of dairy products is well below the world average of 105kg per annum at less than 25kg. Any increase in production is unlikely to keep pace with consumption. In 2004 seventy thousand cattle were imported from Australia alone, into huge purpose built dairy units.

We visited one of these new dairies near Shanghai. We were told the company were milking 20,000 cattle through seven such units and this was the largest with 6000 cows, in fact the largest in Asia. The cattle had been bred using Dutch genetics. They were supposedly producing 15 tonnes per cow with 80 staff milking 3 times a day at each unit and a further 600 staff growing 5000 ha of crops to supply food. I say supposedly as having travelled for two hours we were not allowed beyond the reception area for disease control reasons.

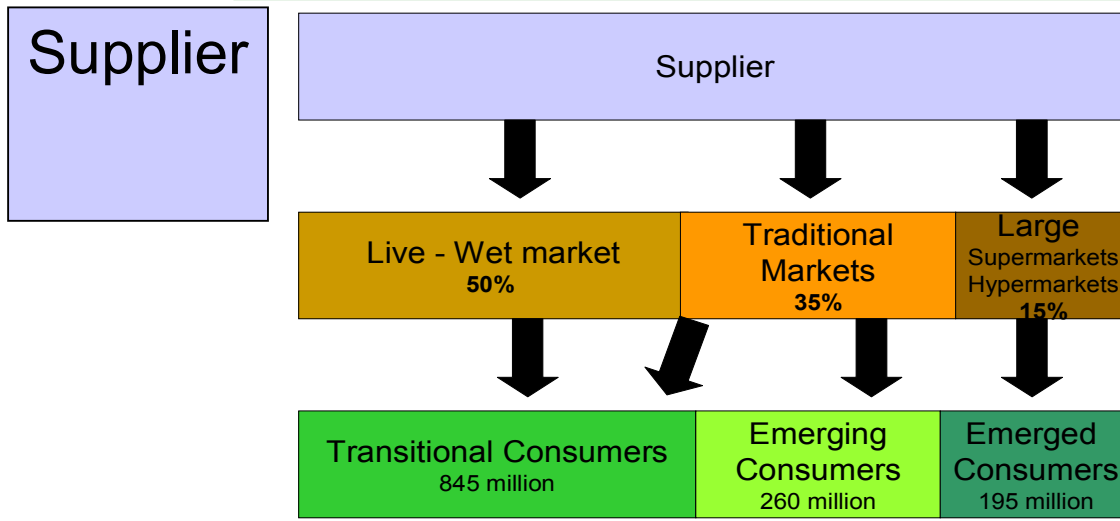
My own view is that that there were only a handful of cattle in the buildings. Looking through the chain link fence the concrete was spotless and there appeared to be workers still constructing the site. On leaving we saw twelve men cutting maize by hand and stopped to talk to them, much to the annoyance of our party chaperone. We found out they were on piece work to cut 40 tonnes per day and feed through a single row maize forager back at the buildings. Obviously this would not go far feeding 6000 cows. Why nobody could say “we have not quite finished building yet and will be stocking soon” remains a mystery and was not forthcoming from our inscrutable hosts.

With the population expected to peak at 1.6 billion by 2030 China will remain a net importer of cereals. The shift to higher meat and dairy consumption will exacerbate this with 4kg of cereals needed for 1kg of meat. Improvements in production and infrastructure will make up some of the shortfall, and the land lost to urbanization will be replaced by reclaiming 300,000 ha per annum of wasteland.

Over the next five years the annual production of cereals is expected to be 520 million tonnes in a good year, but consumption is forecast to be 550 million tonnes. Water will probably be the limiting factor to further production. A drop of one percent in China’s grain output means extra imports of 5 million tonnes or 2.5% of the world’s total grain trade volume.

The majority of food is still purchased through traditional markets, with the meat purchased through nangmao (wet) markets. However, as with most things in China change is rapid, with improvements in infrastructure and the arrival of large retailers such as Carrefour, Wal-Mart and Tesco. This has left a void in the premium end of the market with individual brands rapidly forming to fill them.

China Channel Structure - today



Australia and New Zealand are well placed to benefit from these opportunities undoubtedly due to their historical strong links with China, but also thanks to their proactive marketing through their trade organisations.

Meat and Livestock Australia have developed a market development strategy to build demand through positive positioning of Australian red meat and livestock products. In the short term they will use premium brands for awareness, in the short to medium term they will use generic promotion. In the long term they hope improving nutrition will increase demand. The MLA are promoting their chilled meat exports through supermarkets and expensive restaurants to 5% of the population. In other words seventy million consumers. One of the main problems is copying of successful brands. Promotional material used at trade shows is very often taken to be copied and the brand will be found on products not originally from Australia, although this can help raise brand awareness.

Austrade are a government trade agency. They have the largest network of any foreign government with three main offices in China, with a further 14 regional offices helping to maintain Australia's position as the fourth largest source of imports. In Guangzhou alone there are 14 staff, a mixture of Australians and locals. This helps to develop a two way trade with commodities in and fertiliser and chemicals out. They will help small businesses as well as larger exporters to gain a foothold in the market as the smallest export they will help to promote is to the value of \$5000. They are providing an excellent service for Australian agri business.

Australia

I arrived in Australia in the middle of the worst drought ever recorded. The wheat harvest was down from 22 million tonnes to 9 million tonnes. Stock pits had been opened up to dispose of starving livestock being slaughtered, bush fires were raging across the country and a plague of locusts were causing major problems in Western Australia.

Over irrigation is a huge problem with salinity in water supplies and rivers drying up in the south, with water extracted for cotton growing further north. Driving across the country it was evident that the vineyards were not being denied water, protecting Australia's most valuable export brands. And yet irrigation over other crops, fruit and grassland was very limited. However, political and public pressure is mounting as the country is seen to be exporting its most valuable resource - water.

The cotton industry is very sensitive to this negative publicity and is countering it through their trade body, Cotton Australia. They argue that they have improved water efficiency by 11% since 1999, but they are still using 14.7% of Australia's total agricultural consumption. They are also saying that since being introduced in 1996 GM cotton has reduced pesticide use by 75% and reduced the level of residual herbicides found in the soil. There is no doubt that cotton is an important export crop generating \$1.5 billion in export revenue, but with the environmental concerns over the Murray – Darling basin, is it sustainable?

Another recognizable brand is Merino Wool. Australia is the world largest producer of wool shearing 107 million sheep to produce 461million kg of wool. This is worth \$2.6 billion in exports with China the biggest customer by far.

Nearly all of wool comes from the Merino breed which has been bred solely for wool quality and volume neglecting other traits. The lambs produce poor quality carcasses and the mothers have no maternal instincts. I was told on more than one occasion that the ewe has to be left to fend for herself at lambing time or chaos ensues with the mothers running off and leaving the new born lambs to perish. On one farm I visited skeletons littered the paddocks used for lambing earlier in the year.

Australian Wool Innovation (AWI) are also trying to defend what our consumers would see as indefensible, the process of mulesing in the name of chemical free wool. The skin of young lambs is cut down the back of the legs and around the tail to prevent the wool growing, helping to prevent fly strike. Whether the wool is chemical free as the majority of the sheep have been worm drenched is debatable. There is growing pressure from animal rights groups to stop mulesing and alternatives are being sought.

The AWI go to great lengths to protect their products and power base. African hair sheep have been banned from the markets to prevent cross contamination of wool, even though they are producing good quality meat lambs in the harshest conditions. The risks associated with this kind of contamination must be negligible.

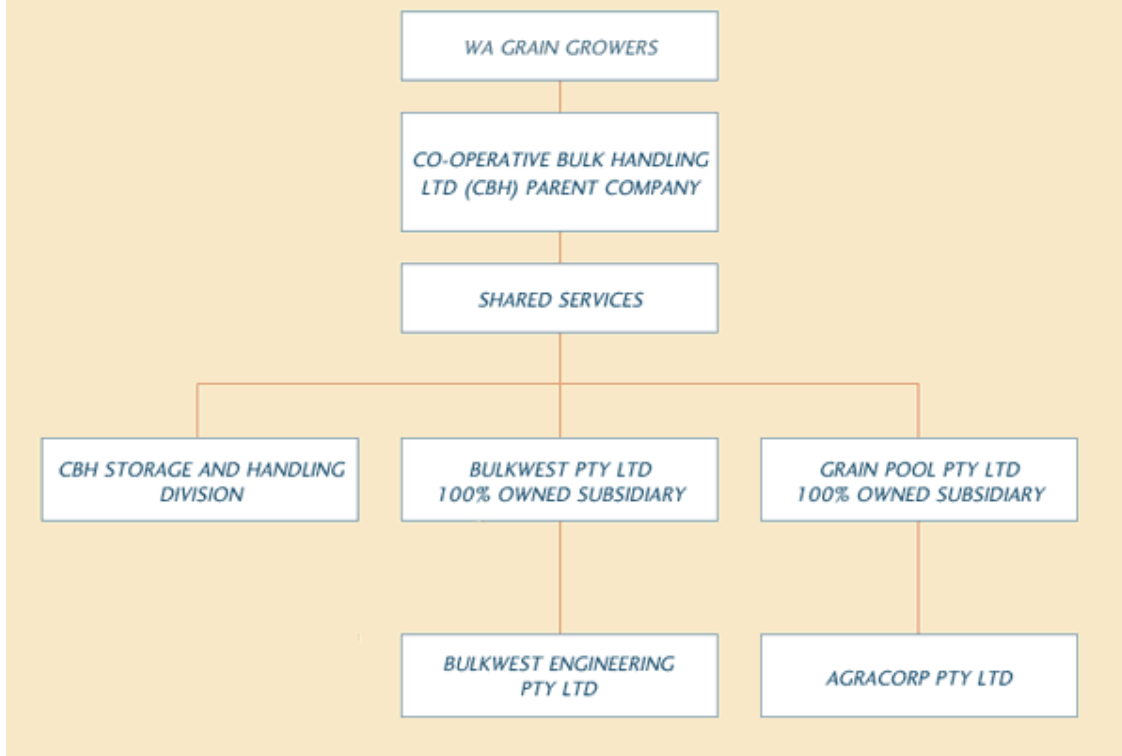
A lot of resources are being used to develop the Merino brand, dropping the word wool in and effort to overcome the negative connotations associated with the fabric and increase global demand. AWI have developed a sophisticated strategy for developing the brand to increase global demand for Australian wool based on increasing knowledge + innovation + marketing support (KIM) by:

- Knowledge – Target and understand consumer needs, concerns and desires
- Innovation – Utilise new production knowledge and emerging technologies
- Marketing Support – Develop partner marketing programmes to drive sales

As a result of KIM the AWI have been able to work with top fashion designers to develop new fabrics. Although this market is seemingly small on the outset they have a huge effect over the media, retailers and trend driven consumers to increase brand awareness. But it is quite extraordinary that with this effort being made in marketing and promotion that animal welfare is treated with such indifference by the AWI.

I visited CBH in Western Australia, a co-operative with 5700 growers exporting ten million tonnes of grain to more than 20 countries including Japan, South Korea, Indonesia, Iran, Pakistan and China. It has assets in excess of \$ 1 billion, a turnover of \$600 million, employs 850 full time staff and has storage capacity for 19 million tonnes. It has a subsidiary Grain Pool Pty Ltd that holds the main licence to export around three million tonnes of barley, lupins and oilseed rape from Western Australia. In 2006 it achieved a premium of \$20 per tonne for members. The CBH group also have a major stake in five flour mills in Indonesia and a port facility in Vietnam. This creates further revenue for Western Australia growers by value adding to their product.

CBH GROUP STRUCTURE



There are twelve different grades of wheat on which the pool prices are paid. In Appendix 1 there is an example of a payment sheet for November 2006 for white milling wheat. The base rate of \$248.00 per tonne is paid on 5% screenings and 10.5% protein. Above this specification an incremental table shows premiums up to \$17.50 per tonne. Below, the price drops by \$29 per tonne at 8.0% protein. The crop then becomes feed wheat. To the right hand side of the page is a table showing how farmers are rewarded for producing dry grain.

This seems a fair way of rewarding farmers for producing grain above specification without the grain immediately being rejected as a milling sample if it falls below. I fail to see why this kind of grading sheet could not be used for UK grain contracts.

CBH launched a quality assurance scheme in 2003 called the Better Farm IQ programme. Again farmers are paid a risk reduction premium for enrolling on the programme. Around 900 growers are part of the scheme producing 2.5 million tonnes of grain. Although nowhere near as sophisticated or regulated as our assurance schemes, new protocols are added each year.

Incredibly CBH cannot export wheat without a licence from the Australian Wheat Board which itself owned by Landmark, a huge agricultural merchandising company. In light of the Cole Report following the oil for food scandal with Iraq this may well change. Many of the grain farmers in Western Australia are frustrated by this system and would like a change, but they would like to keep the Single Grain Desk run by the AWB as it has been so successful in exporting Australian grain.

My overall impression of farming in Australia was of farmers adapting to climate change with an optimistic approach in the face of adversity. Australian farmers face considerable climatic and environmental challenges, but they are using research and development, and innovation to maintain their position as major player in the global market place as a commodity exporter. Their cooperative approach has enabled them to gain some ownership of the food chain in the countries they export to.

Having seen beef feed lots, sheep feed lots, witnessed mulesing and see GM crops growing it is self evident that the Australian farmer is not under the same kind of public or consumer scrutiny as we are at the moment, but the pressure is growing.

New Zealand

No project on branding would be complete without a visit to the ultimate marketers. The philosophy of co-operative marketing to protect the brand is embedded in the psyche of the New Zealand farmer. Bio security, composite breeding, research and development and meeting the needs of the customer go hand in hand to protect their position in the market place.

The fruit, dairy, wine and red meat sectors all operate under this successful model maximising returns for their members who have to buy shares in most cases, in order to supply.

Early in December I toured the Alliance Cooperative abattoir in Lornesville with a capacity of 32,000 sheep per day on four kill lines. Farmers have to buy shares for one dollar per share and they can only sell back to the cooperative so safeguarding farmer control. In 2006 a dividend of 5% was paid.

All of the lambs are Halal killed enabling them to go to any market in the world. All of our major supermarkets are supplied and inspections are a weekly occurrence. Inspectors will select a carcass and ask to be taken to the farm of origin to inspect the on farm conditions. The supermarkets are sensitive to the criticism levelled at them by the UK farming industry regarding assurance standards on imported produce and want to demonstrate their requirement for traceability and assurance on New Zealand lamb. This was reinforced to me by a farmer at an evening barbeque who had failed a supermarket spot inspection for having a nail sticking out in his sheep handling system.

I was struck by the uniformity of the lambs coming up the kill line, both in weight and confirmation the majority of which were destined for the UK to be sold as a chilled product after Christmas. It was as good a demonstration as I can imagine of all elements of the chain working towards one goal.

Sheep numbers have dropped from 74 million to 40 million with many farmers switching to dairy. But improvements in lambing percentage and increases in carcass size mean that the tonnage produced has remained the same. The UK is still seen as the market with the most potential growth, as research suggests that the number of sheep farmers in the UK will decline. But it is also the most aggressive in demanding food assurance standards. As I was told, assurance comes with affluence!

A great deal of importance is attached to generic advertising in maintaining brand awareness and market development. This is funded by levies collected from farmers, matched dollar for dollar by processors and exporters. There is no longer a legal statute for levy collection, but it is based on an industry referendum held every five years.

One of the few individual farmers who are producing a niche product from their own farm was Sally and Rob Peter. They have 1200 acres grazed by 2000 Merino ewes and have formed a baby garment company called Isolation Merino (again no mention of the word wool). They have over twenty product lines in a multitude of colours produced from their own wool.

The wool is sent away to be processed with a minimum order of one tonne, the wool from 500 sheep. Only the best fleeces with the finest fibres are selected for own use. With wool at three dollars per kilo and baby cardigans selling for forty dollars they are certainly adding value.

They are still mulesing their sheep although Rob is trying to breed out the skin folds on the hind quarters to be able to minimise the process. They are selling the wool as chemical free, but they are not organic and do use wormers. They have never had a customer ask about mulesing.

Zespri is the brand name used to sell New Zealand kiwi fruit world wide. It is the world's largest trader of kiwi fruit with 20% of market share. It is also the largest horticultural exporter with revenue of over one billion New Zealand dollars during 2005. It is owned by over 2500 growers who are happy to support a single market entry structure with Zespri as their marketer. The largest customer is Europe with 64% of exports with Japan second at 16%. Partnerships have been formed with growers worldwide to maintain production all year round, but the fruit will always carry the brand as a symbol of quality.

The Rodderick family have farmed near Te Puke on the Bay of Plenty in the North Island since the 1930's. In the 1970's Geoff and his brother Barry started planting kiwi fruit vines. In recent years they have been one of the first growers to grow the Zespri Gold fruit and have switched to organic production. The two brothers have divided the farm, although they share staff and machinery.

They are very happy with the marketing structure. Zespri take 8% of their sales as a charge, but are paying them a healthy dividend in return and their shares are worth \$5 dollars each. Again, a cooperative approach reaping dividends for growers.

My final overseas visit brought me back full circle as it was to a successful dairy processor with no branded products. Open Valley Cheeses is a manufacturer on the North Island. The share holders are mostly investors and not farmers. They are offering flat rate supply contracts to dairy farmers without the need for them to purchase shares in a co-operative as with Fonterra, reducing the farmer's capital requirement.

They are producing 20kg blocks of cheese, predominantly for the Asian market, of which 90% is cheddar without any brand to sell on to processors. Cheese consumption per capita is 20kg in Europe compared to only 1kg in China. But Chinese consumption is growing rapidly mostly on burgers and pizzas.

With farmers able to save 52 cents per litre without the compulsory share option, they have a waiting list of wanting to supply and move from Fonterra. Maybe branding is not a panacea but simply a marketing tool.

Even in "Clean Green New Zealand" there are clouds on the horizon. Over irrigation on the Canterbury plains, nitrates in water, diffuse pollution and methane from livestock have all contributed to the coining of the phrase "dirty dairy". The difference from the UK is that research is on-going to find cleaner production methods. Having a science driven approach rather than being overruled by emotion enables the New Zealand food and farming industry keep that marketing edge.

Back to the UK

Having completed my overseas travel, I then had a look at some good examples of branding in the UK; their benefit to the farmers involved and their limitations.

Southdown Lamb Group

The Southdown marketing group was formed in 2003. It is a limited company and not a cooperative. It has expanded from a small group of initial investors who supplied the start up capital, to eighteen producers selling 16,000 lambs supplying 45 butchers. The lambs have to be sired by the local Southdown or Hampshire ram, produced and finished in the Southdown National Park area giving them a point of difference.

Environmentally sustainable farming practices are a prerequisite of being a supplier. But as the Marketing Manager, Chris Clarke, pointed out, this comes second place to the quality of the lamb provided. Provenance means very little without taste, texture and tenderness. Although they have a loyal customer base Chris argues that they do not yet have enough consumer recognition to have a brand. He feels that it is a word used by the farming industry without fully understanding its meaning.

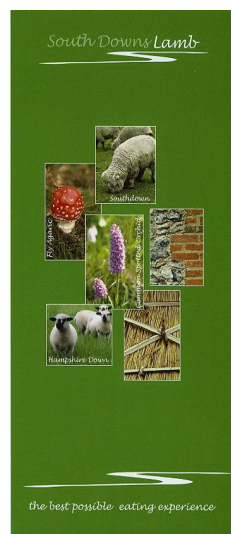
Having an annual fixed price contract has given the farmers and the butchers some protection from market forces, with both being able to budget more accurately. It also meant that the effect of the price collapse, after the 2007 Foot and Mouth outbreak, was minimised. Because they were receiving a quality product that the customer was coming back for, the butchers remained loyal to the group. A price drop of only 10p per kilo to £2.55 was agreed, and this was only because many of the fore quarters that go to other outlets such as schools had taken a big drop in price. They have also seen off a challenge from a wholesaler who was trying to undercut them.

That is not to say it has been plain sailing. The biggest limitation to expansion has been capital. Funding was initially available for a feasibility study, but the working capital has had to come from the investors. This has made expansion difficult with the group only able to employ Chris Clark on a limited part time basis, but this problem has been resolved with arrival of two new investors.

They have also found it difficult to maintain a consistent supply of quality lambs. The group have introduced a programme of staggered lambing to deliver a steady supply throughout the year. They are also encouraging farmers to move away from the mule ewe to improve carcase quality.

Abattoir capacity has been an issue as there are a limited number in the South East region. They have been using one in Sussex that is already operating at full capacity. So they have just started using a second in Hampshire, spreading the workload so it is not a limitation to expansion.

The group have ambitious plans for the future. They intend to expand lamb production to 20,000 per year and to market beef in 2008. They will be using a Limousin sire on any indigenous breed of cow. For Chris Clarke having breed attached to the protocol is vital to the marketing strategy. With 420 butchers and seemingly limitless supply of affluent customers in the Southdown region there is plenty of room for expansion, to eventually get to the point where customer recognition is such that they have a brand.



Jordans

Jordans is a family milling business established in 1855. Jordans Cereals was set up in the 1970's by brothers Bill and David. While touring the USA they noticed the growth in health food products and realised that there would be a demand for wholegrain cereal products in the UK. They came home and bought a second hand oven and fashioned a process for making a crunchy oat cereal. The business has grown from strength to strength and now manufactures 30 product lines and employs 350 people.

From the outset they have had a philosophy of linking nutrition, health and the environment. They helped to pioneer the UK organic movement and have had organic product lines since they started. In 1972 they were founder members of the Guild of Conservation Growers, requiring farmers to farm with a sympathetic approach to their natural environment.

Although the scheme has evolved over the years it still remains at the core of Jordans philosophy. They have a point of difference and with 80 farmers supplying 21,000 tonnes of cereals and they have control of their supply chain, essential as Conservation Grade cereals cannot be sourced from elsewhere. They are also paying farmers a premium, proving that good environmental stewardship does not have to be at the expense of profitability. The price paid to the farmer is based on the wheat futures price. As oats are cheaper to grow, for many farmers the Conservation Grade oats have been more profitable than winter wheat. This has been very important over recent very challenging years.



In practice on the farm the protocols require 10% of the farmed area to be devoted to habitat creation including pollen and nectar plots, wild bird covers, woodland and permanent pasture. This is not as onerous as it sounds as there is flexibility and majority of the requirements can be met through Countryside Stewardship Scheme or Entry Level Scheme commitments.

The fight between cereal brands is very intense with a diverse range of products and brands competing with for shelf space. The table below indicates the ongoing battle Jordans have to keep market share as a relatively small company in the cereals sector. They are spending two million pounds per annum for a 3% share of the, market. Compare that with Kelloggs with 38% of the market that spent fourteen million pounds from Jan to March alone. But Jordans money is spent well, targeting the particular demographic group who can afford to pay that little bit extra for a healthy product with the main ingredient grown with the natural world in mind.



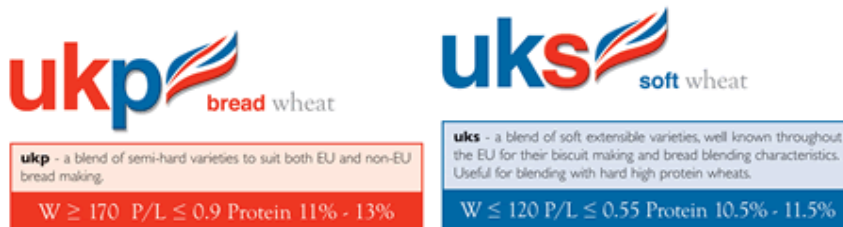
As we move into a new agricultural era with rising commodity and food prices, Jordans may find it increasingly difficult to find UK growers, particularly with their organic products. Environmental schemes and organic conversion seems far less attractive with wheat at £150 per tonne than they did with wheat at £60 per tonne. Therefore their contracts will have to equal or be better than feed wheat. This will of course have to be reflected in the price the consumer pays, but I am sure that there are 3% to 5% of them who will still buy this type of niche product.

BCE and the export wheat Brands

The British Cereals Export Committee is part of the HGCA. Funded with a modest budget of £330,000 per annum of levy payers money it has the responsibility of promoting and supporting UK cereal exports by:

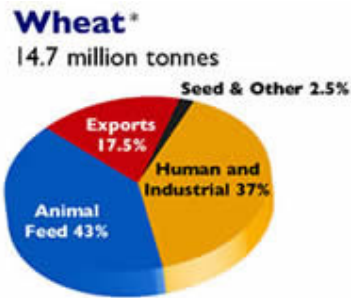
- Identifying and defining the specific requirements of overseas markets in conjunction with market information
- Enhancing the exchange of information between the overseas markets and the UK
- Encouraging policies which facilitate the export of cereals from the UK
- Informing and encouraging UK farmers about export markets

Existing and potential customers had been requesting a clear and robust system of classification of UK wheat to help them with their purchasing decisions. In response the BCE launched two brands of wheat, the bread wheat is ukp and the soft wheat is uks.



Through a selection process in four countries, suitable varieties are selected to support the brands. If possible, once selected, varieties are not mentioned to overseas customers. Trading using these brands requires specification in moisture, protein, Hagberg, specific weight and the Chopin Alveograph test. It is imperative that the most suitable varieties are used and compromises are not made to be more inclusive, as has happened with the feed variety Alchemy being used in uks. In my view this compromises the value of the brand.

The brands were launched at the European Grain Bourse held in Paris in November 2004. Since then they have been well supported by BCE and the UK industry and have become widely recognized, by both importers and exporters. Events such as bread making workshops for customers and overseas trade missions have been tremendously useful in raising brand awareness.



As the chart above shows exports account for 17.5% of our total wheat tonnage (between 2 and 3 million tonnes). Of this 43% is suitable to be sold under the uks brand and 41% under the ukp brand, further underlying their importance to maintaining and developing export trade. The biofuel effect on prices will not last forever so we need to keep these export markets open.

The Red Tractor

The red tractor is the logo for food produced under UK assurance standards. It is managed by Assured Food Standards which is owned by the food chain and represents the interests of all interested parties including the NFU, levy boards and the British Retail Consortium. Key observers are DEFRA and the Food and Drink Federation. It was started in 1990's by a collaboration of all of these elements of the food chain to provide a symbol of assurance standards across the six main areas of food production – beef and lamb, pork, chicken, dairy, fruit and veg, cereals and sugar beet. It was done, following several food scares, to harmonise the growing number of labels appearing to make it easier for the consumer to purchase with confidence.

It ensures that standards are maintained for hygiene, food safety, animal welfare, the environment, and legal requirements by each sector assurance scheme, from the farm to the shelf.

The red tractor now appears on over ten billion pounds worth of UK food annually, supplied by 78,000 farmers and growers. There are 450 independent inspectors carrying out 70,000 inspections per year. But is it a success? I would say that the jury is out and a review of the whole Red Tractor and AFS structure is currently underway.

Although widely used on a huge range of produce, consumer recognition of what the brand stands for is poor. This is because AFS have a very limited budget, and little has been spent on advertising and promotion. There is consensus across the industry that the time is long overdue to raise the profile of The Red tractor, through media advertising and education. A long term and sustainable funding solution needs to be found to support this and maybe the levy board review gives an opportunity to achieve this.

A review of the whole assurance structure also gives a chance to remove the regulatory and inspection burden on farmers in two ways. Firstly with a single farm assurance scheme, with one annual inspection across the sectors. Secondly by reducing the number, and duplication of inspections on farms from outside bodies, Trading Standards for example. If a farmer is in a voluntary assurance scheme for marketing his produce, it stands to reason he is a lower risk.

It is important to remember that the Red Tractor is an indication of basic standards and not all lobbying organisations are convinced of its worth. Compassion in World Farming considers that the Red Tractor means very little in regard to animal welfare, and claims that animals are treated no better than the minimum legal requirements and some cases less. They also claim that that it supports less than six out of fifteen basic welfare measures and that the Certified Organic Standard delivers far more.

Friends of the Earth are equally critical. They believe that the Red Tractor falls short in animal welfare, pesticide use and that livestock should not be fed GM products as part of the protocol. They also say that NFU continue to make claims about the value of the scheme in regard to animal welfare and the environment, but actually there is no difference to any other produce.

What is clear is that there needs to be a continuing review of assurance standards, and an acceptance by farmers that this needs to happen. Too often farmers see an additional protocol to an assurance scheme as waste of time and money, rather than adding value to the brand.

The Red Tractor is no indication of eating quality. This is often provided by other marques appearing on the label, the EBLEX quality standard for example. The danger is that we start to head down the road of a proliferation of labels again. Adding quality assurances is the next logical step for the Red Tractor.

Conclusion

What a difference a year makes. When I embarked on my scholarship in February 2006 nobody could have predicted the rapid rise in grain prices we saw in 2007 as the biofuel effect, drought and global demand for food started to bite. The current recession has subsequently depressed prices, but this is likely to be short lived. Where does that leave us now? Should we forget about branding and marketing and take the easy option, just relying on being commodity producers as is becoming the popular view.

This path is fraught with danger, not only because of the volatility of the markets, but because of losing public support. Undoubtedly food prices are going to have to rise to meet growing production costs and competition from non-food markets. However climbing interest rates will mean that the consumer will have less disposable income.

Consequently price could easily overtake provenance to even the most committed buyer of home produced food. We must not forget that the consumer does not value the production standards they enforce on us, when buying cheaper imported food. Maybe we need to highlight the negatives of imported food more, to promote the values of home produced. The gloves need to come off!

We need to change our philosophy in regard to how we trade. The farmers that recognize the value of the customers experience are in a minority. Whether it is a boat load of milling wheat, a packet of breakfast cereal or a joint of lamb the same principles should apply. In New Zealand the reverse is true, with universal acceptance of the customer being king.

Capital is often given as a limiting factor to the development of regional marketing schemes and individual farm projects. Yet the old Rural Development Plan was undersubscribed by farmers. There are new opportunities for grants with modulated Single Farm Payment money going in to Axis 1 and Axis 3 funding streams being run by local development agencies. Some of this will filter down to local action groups under a process called Leader. Farmers will have to compete with other rural groups and associations under a tendering process, and so they need to be made aware of the application procedure. If not the grants will be lost from the industry to other groups that are already used to this kind of bidding free for all. Early indications are that already Leader schemes are being undersubscribed by farmers.

The new levy board (The Agricultural and Horticultural Development Board) has been operating since April 2008. All of the sector companies will be governed by the AHDB and they will eventually be operating under one roof at Stoneleigh in Warwickshire.

The AHDB is seeking to use its funds to promote the Red Tractor. State Aid clearance has been approved for this, thanks to the NFU, Assured Food Standards and DEFRA. Funding is obviously key to the further development of the Red Tractor and raising customer awareness, but it is vital that farmers get behind promotion as well. We cannot afford to have the usual bickering over which sectors levy board money is being spent on which promotion.

The most important thing I have learnt during my scholarship is that we have all the tools we need for making use of branding to improve returns. It is a question of using them.

Before moving on to my recommendations I would like to say a brief word about the value of a Nuffield Scholarship to personal development. I have rediscovered my enthusiasm for farming and learnt a great deal more about myself, the wider world and how it affects the UK. It is impossible not to be moved by spending a week with a twenty four year old Kosovan who had been a freedom fighter and prisoner of war for eighteen months. Or spending time with farmers who are on subsistence incomes. Or by simply seeing some of the great sights and scenery the world has to offer.

I am sure my scholarship has played a major part in equipping me to deal with the high profile role I had to play during the 2007 Foot and Mouth crisis. Had I not been continually pushed out of my “comfort zone” for the past two years, I would may not have had the confidence to conduct live TV interviews or chair a briefing for the Prime Minister.

It shows the true value of the whole Nuffield experience and it will help me in whatever the future may hold.



Recommendations

- Take ownership of our most popular existing brand the Red Tractor. It is ours; we pay for it. Farmers have to value the brand and its values. If not how can they expect consumers to?
- Make sure the new levy boards play their part. They were revised for cost saving but could do much more with combined promotion and research and development between sectors. State aid approval is in place and the time is right to promote British produce.
- Do not lose what we have. The HGCA are getting success with export wheat brands ukp and uks. But their future is uncertain under the new cereal levy board.
- Be proud of our environmental and food safety achievements. Link them to the brands, but more importantly we should not turn our back on them as we once again increase production with higher commodity prices.
- At regional level use the grants available to develop existing and new marketing groups. Axis 1 and Axis 3 grants are there for this purpose. They are not easy to access and could easily be lost from the industry.

We should let other parts of the world that are better suited concentrate on commodity production. To quote Bob Dylan” Don’t be afraid not to follow the herd because where the herd's gone, the food is already eaten."



GOLDEN REWARDS*



Base Rate \$248.00

14 Nov 2006 2006/2007 ▶ "son Estimated No. 1

\$B GST Exclusive)

Screenings	Protein	2006/2007 ▶ "son Estimated No. 1														MOISTURE			
		6.0	7.0	8.0	8.5	9.0	9.5	10.0	10.5	11.0	11.5	12.0	12.5	13.0	14.0	15.0	16.0	%	\$
0.00	feed	feed	feed	(29.00)	(19.00)	(9.00)	(1.00)	11.00	12.50	13.50	14.50	15.50	16.50	17.50	17.50	17.50	17.50	8.0	9.0
1.00	feed	feed	(31.50)	(21.50)	(11.50)	(1.50)	8.50	10.00	10.00	11.00	12.00	13.00	14.00	15.00	15.00	15.00	15.00	8.5	8.0
2.00	feed	feed	(34.00)	(24.00)	(14.00)	(4.00)	6.00	7.50	7.50	8.50	9.50	10.50	11.50	12.50	12.50	12.50	12.50	9.0	7.0
3.00	feed	feed	(36.50)	(26.50)	(16.50)	(6.50)	3.50	5.00	5.00	6.00	7.00	8.00	9.00	10.00	10.00	10.00	10.00	9.5	6.0
3.50	feed	feed	(37.75)	(27.75)	(17.75)	(7.75)	2.25	3.75	3.75	4.75	5.75	6.75	7.75	8.75	8.75	8.75	8.75	10.0	5.0
4.00	feed	feed	(39.00)	(29.00)	(19.00)	(9.00)	1.00	2.50	2.50	3.50	4.50	5.50	6.50	7.50	7.50	7.50	7.50	10.5	4.0
4.50	feed	feed	(40.25)	(30.25)	(20.25)	(10.25)	(0.25)	1.25	1.25	2.25	3.25	4.25	5.25	6.25	6.25	6.25	6.25	11.0	3.0
5.00	feed	feed	(41.50)	(31.50)	(21.50)	(11.50)	(1.50)	Base Rate	1.00	2.00	3.00	4.00	5.00	5.00	5.00	5.00	5.00	11.5	2.0
5.50	feed	feed	(43.00)	(33.00)	(23.00)	(13.00)	(3.00)	(1.50)	(0.50)	0.50	1.50	2.50	3.50	3.50	3.50	3.50	3.50	12.0	1.0
6.00	feed	feed	(34.50)	(24.50)	(14.50)	(4.50)	(4.50)	(3.00)	(2.00)	(1.00)	0.00	1.00	2.00	2.00	2.00	2.00	2.00	12.5	0.0
6.50	feed	feed	(36.00)	(26.00)	(16.00)	(6.00)	(6.00)	(4.50)	(3.50)	(2.50)	(1.50)	(0.50)	0.50	0.50	0.50	0.50	0.50	13.0	(2.5)
7.00	feed	feed	(37.50)	(27.50)	(17.50)	(7.50)	(7.50)	(6.00)	(5.00)	(4.00)	(3.00)	(2.00)	(1.00)	(1.00)	(1.00)	(1.00)	(1.00)	* 13.5	(6.0)
8.00	feed	feed	(40.50)	(30.50)	(20.50)	(10.50)	(10.50)	(9.00)	(8.00)	(7.00)	(6.00)	(5.00)	(4.00)	(4.00)	(4.00)	(4.00)	(4.00)		
9.00	feed	feed	(33.50)	(23.50)	(13.50)	(3.50)	(13.50)	(12.00)	(11.00)	(10.00)	(9.00)	(8.00)	(7.00)	(7.00)	(7.00)	(7.00)	(7.00)		
10.00	feed	feed	(36.50)	(26.50)	(16.50)	(6.50)	(16.50)	(15.00)	(14.00)	(13.00)	(12.00)	(11.00)	(10.00)	(10.00)	(10.00)	(10.00)	(10.00)		

* Tolerance limits higher than 13% moisture apply in SA only.

Increments/(Decrements) in the active payment scales are estimated as at the date shown above. All payments will be active to 0.1 percent **EPR** = Base Rate for protein, screening and moisture content. Base Rate refers to the Estimated Pool Return (EPR) at a defined level of protein, screenings Protein; o and moisture for each pool pay grade.

Appendix II

One of the most important elements of a Nuffield Scholarship is the people you meet. I am very grateful to all of the people listed below for their help, time, candour and friendship.

Kosovo

Paul Bailey	Retired dairy farmer, Horsham, West Sussex. Organiser of tour.
Hugh Bentley	Team Leader, Kosovo Rehabilitation Project, Pristina
Miguel Angelo	Team Leader Veterinary Identification Project, Pristina
John Chesnut	Team Kosovo Missionary Project
Brian Milton	Team Leader, Marketing Support Project, Pristina
Flor Heal	Team Leader, Marketing Support Project, Pristina
Albert Wanous	US Aid, Pristina
Arben Musliu	US Aid, Pristina
Bekim Cikaqi	Driver and interpreter

Brussels

Keesje Avis	Assistant Director BAB
Costa Golfidis	COPA-COGECA
Mairid McGuinness	Euro MP
Rolf Erikson	Swedish Farmers Union
Georgi Enrodi	Hungarian Farmers Union
Nick Beeby	Meat and Wool New Zealand European Marketing Manager
Mark Cropper	DG Agriculture and Rural Development
Michael Hamell	DG Environment
Denis Simonin	DG SANCO
Howard Batho	DG SANCO

China

Angus Christian	Seedmark, Adelaide. Superb interpreter and Guide
Syreeta	Interpreter and cultural guide
Yuling Zhang	Austrade Guangzhou
Kathy Chen	Austrade Guangzhou
Frank Lui	Austrade Nanjing
Bridget Zheng	Austrade Nanjing
Willa Yang	Austrade Shanghai
Zhou Ye	Austrade Beijing
Mr He Fa Ze	Guangzhou Nature Intuition Group
Benson Yong	Jin Tao Fresh Product Logistics Co, Zhongshan
Zhang Yi Fang	Jiang Nan Fresh Fruit and Vegetable Market, Guangzhou
Michael Chen	Honmill International, Taishan City
Alex Wang	Dongguan Bio Technology Company, Dongguan
Wang Zhi Bin	Zhujiang Brewery, Pearl River, Guangzhou
Mr Cai	Jiangsu Provincial Department of Agriculture
Ge Yuqi	Yurun Meat Group, Nanjing
Zhu Gui Hong	Nanjing Meat Association frozen market
Leith Tilley	Meat and Livestock Australia, Beijing
Yang Yungfeng	China Animal Agriculture Association, Beijing

Australia

James Cutler	Primo Meats, Scone, NSW
Rob Kelly	Guyra, Armidale, NSW
Philip Jarvis	Jarvis Associates, Armidale, NSW
Michael Connors	Cargill Beef, Tamworth, NSW
Doc Morrison	Gunnedah Saleyards, Gunnedah, NSW
Andrew Watson	Brigadoo, Boggabri, NSW
Gary Hannigan	Churinga Station, Broken Hill, NSW
Leigh Vial	Tooranie, Swan Hill, Victoria
Andrew Nagorka	Amaroo, Yatchaw, Victoria
Clare Isbister	Australian Wheat Board, Melbourne
David Jupp	Landmark, Melbourne
Andrew McConville	Baldwin Boyle Group, Melbourne
Andrew Johnson	Mt Boothby Pastoral Company, Tintinara, SA
Rob Davidson	Western Australia Meat Co-operative, WA
Dave Fullwood	Yarrandale, Cunderin, WA
Slade Brockman	Pastoralists & Graziers Association, Belmont, WA
David Capper	CBH Group, Forrestfield, WA
Mike Tempone	ABB Grain LTD, Cloverdale, WA
Garry Robinson	Emanuel's Livestock Exports, West Perth, WA
Tony Barker	Riana, Tasmania
Anthony Brandsema	Turners Beach, Tasmania
Jo Quigley	MLA, Sydney

New Zealand

Geoff Nielsen	Dunedin, South Island
Vaughan Templeton	Otaita Bush, Riverton, South Island
Neil Willis	Alliance Abattoir, Lornesville, South Island
Malcom Taylor	Ward, South Island
Sally Peter	Isolation Wool, Ward, South Island

Meat and Wool New Zealand, Wellington

Jeff Grant	Chairman
Mark Aspin	R & D Portfolio Manager
Craig Finch	Market Development Manager
Ben O'Brien	International Technical Policy Manager
Rowan Ogg	Meat industry Association
Charlie Pedersen	President, Federated Farmers of NZ, Wellington
Holmes Warren	Masterton, North Island
Stuart Taylor	PPCS, Hastings, North Island
Jeff Roderick	Te Puke, North Island
Barry Allison	Open Country Cheeses, Waharoa, North Island

UK

David Hughes	Emeritus Professor Food Marketing, Imperial College
Bill Jordan	Jordans Cereals, Biggleswade, Bedfordshire
Rachel Kerr	Jordans Cereals, Biggleswade, Bedfordshire
Nick Allen	EBLEX, South East
Rob Bookham	Bookham Cheese and Pasta
Chris Clark	Southdown Lamb Group
Wendy Neal Smith	Surrey Food Links

Finally thank you to all of the 2006 Nuffield Scholars group, a vintage year. In particular I would like to thank John Yeomans for being great company in Australia and New Zealand.