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Highlights...

- “As we develop and refine the way the Nuffield International Association operates, these meetings are crucial in ensuring all countries have a say in the direction, funding and structure of the shared international program,” explains Chairman, STUART WRIGHT, who leads with NIA activity and a report on the latest get together.

- “We arrived as strangers from eight different countries. We left as a family. Friendships were forged over pints of Sleeman’s beer, over impassioned debates in the bar, over shared experiences and new found loves of hockey, mechanical rodeo bulls and decidedly dodgy dancing.” In his report, UK Scholar LIAM STOKES describes the lasting impressions of the 2013 CSC.

- “The annual CSC is the confluence of Nuffield Scholars from around the world and, for a bit more than a week, it becomes the heartbeat and central processing unit of international agriculture,” concludes JEAN LONIE, who has been formally awarded Honorary Nuffield Ambassador to the USA by the NIA.

- “Preparations are underway for the 2014 TRIENNIAL WORLD CONFERENCE AND STUDY TOUR that is coming up in Canada in June 2014. This is an exciting time for Nuffield and I encourage all of you to become involved,” says BARB STEFANYSHYN-COTE, Canada Chairman.
**Chairman’s Report**

STUART WRIGHT  
Nuffield International Chairman  
stuart.wright@annatfarms.co.nz

The 2012 Nuffield International year started out with a very successful Contemporary Scholars Conference in the Netherlands and the United Kingdom. As always with the CSC, the attending Scholars came together and discussed and challenged their agricultural thinking and left with a strong worldwide network of contemporaries and a greater understanding of what Nuffield means and can offer to them and their industry, regardless of their country of origin. We also welcomed invited participants from the USA and India to broaden the international perspective.

### Shared vision, clear goals

During the CSC conference, the Nuffield International Association (NIA) used the chance to meet as a body. As we develop and refine the way NIA operates, these meetings are crucial in ensuring all countries have a say in the direction, funding and structure of the shared international program.

While NIA should and will remain a lean organisation, it is apparent that, as opportunities arise, to enhance the scholarship experience it should be resourced well enough to explore these. To do that it is crucial that all participating countries are clear on the strategic vision and goals of the NIA and the boundaries that those elected to manage NIA operate under.

We need to have a ‘no surprises policy’ as we continue to lift the profile, scope and reputation of the “Nuffield Scholarship” internationally. I am therefore recommending to the board that in 2014, at the CSC in Australia, the NIA has a full strategy session where every country can bring their view on the future of the scholarship and the way all countries cooperate and interact, remembering that each may have different goals for their individual scholarship programs.

From this we can formulate an agreed strategy and guidelines so that whoever may be in the chair and secretariat they can operate with confidence and, at times, speed.

### France reinvigorated

Prior to the 2012 CSC, Stephen Fell, Jim Geltch and I met in Paris with French Scholars committed to reinvigorating the scholarship program in France. This was an extremely productive and exciting meeting with a group of recent scholars led by Sarah Singla and Romain Vacherot who are committed to raising the profile and funding levels in their country.

### New relationships

During 2012 there has been interest from a number of groups developing a relationship with NIA from around the world. In the USA, we have continued to have discussions with the Eisenhower Fellowships about formalising a more enduring relationship and a yearly participation of their Agricultural Fellows in the CSC. Jean Lonie has been most helpful in assisting us in these talks.

DLG, the Claas Foundation and Grimme have indicated an interest in developing some kind of relationship with Nuffield to bring a presence into Europe outside France and the Netherlands. The UK has had discussions with these organisations and will update the Canada meeting. Rabobank have approached Jim Geltch about a relationship of some kind at an international level. This will also be reported in Canada.

At the end of the 2012, John Stones retired as Director of Nuffield UK. I would like to thank him and Della for their tireless work over the years; not only for UK scholars, but also those from all the other Nuffield countries he has assisted. Michael Vacher has been appointed as John’s replacement.

Thank you to Jim Geltch for his secretarial duties and to the support I have had from the respective national chairman and their administrations during the year.

Nuffield always excites me with the opportunities it offers to all who participate in it and we should look forward to another stellar year in 2013.

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**NUFFIELD INTERNATIONAL CALENDAR**

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<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Venue</th>
<th>Host</th>
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<tr>
<td>30 May - 15 July</td>
<td>Global Focus Program</td>
<td>Various international</td>
<td>Nuffield Australia</td>
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<tr>
<td>15-17 June</td>
<td>Scholar Presentations</td>
<td>Three Counties Show</td>
<td>Nuffield UK</td>
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<td>21 June</td>
<td>Scholar Reception</td>
<td>Royal Highland Show</td>
<td>Nuffield UK</td>
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<tr>
<td>30 June</td>
<td>Closing Date for Australian Applications</td>
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<td>Nuffield Australia</td>
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<tr>
<td>24 July</td>
<td>Scholar Reception</td>
<td>Royal Welsh Show</td>
<td>Nuffield UK</td>
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<tr>
<td>31 July</td>
<td>Closing Date for UK Applications</td>
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<td>Nuffield UK</td>
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<tr>
<td>26-27 August</td>
<td>Australian National Selections</td>
<td>Melbourne, Vic</td>
<td>Nuffield Australia</td>
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<tr>
<td>31 August</td>
<td>Closing Date for NZ Applications</td>
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<td>Nuffield NZ</td>
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<tr>
<td>18-23 September</td>
<td>Australia National Conference</td>
<td>Perth, WA</td>
<td>Nuffield Australia</td>
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<tr>
<td>October</td>
<td>Irish Annual Conference</td>
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<td>Nuffield Ireland</td>
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<td>18-20 November</td>
<td>Canadian Annual Conference</td>
<td>Alberta</td>
<td>Nuffield Canada</td>
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<tr>
<td>21-22 November</td>
<td>UK Conference &amp; AGM</td>
<td>Cardiff</td>
<td>Nuffield UK</td>
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**CSC THANKS**

I would like to thank Bram Prins and Elize Keurentjes for their organisation in Holland, and John Stones for putting together the British leg.

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For further information, please visit www.nuffieldinternational.org
Part way through our Nuffield 2013 Contemporary Scholars’ Conference, Farm Credit Canada’s George Klosler introduced the assembled scholars to the concept of a Word Cloud, a method of displaying the words people most associated with a particular topic. I did no kind of formal survey, but I can say with reasonable certainty which words most scholars would associate with our time in Canada - challenging, sociable, innovative, educational, inspiring.

It should be no surprise that in trying to summarise the CSC I would reach for a tool learned whilst I was there; I expect that’s something we will all be doing a lot of in the future. The conference was marvellous; an intense learning curve for all involved and an experience that none of us will ever forget.

Anyone for hockey?
We had a weekend to get to know one another before the rigour of the CSC really began. The event kicked off (or perhaps faced off?) with a Saturday evening hockey game; the team from Nuffield Canada keen to immerse us in Canadian culture as quickly as possible.

Adorned in our new Nuffield 13 hockey shirts, delegates from eight nations mixed and mingled in the Sleeman Centre, home of Guelph Storm in Guelph, Ontario. Friendships were quickly made in the convivial atmosphere, although some more quickly than others - a mere hour or two into our adventure and a selection of Brit, Kiwi and Aussie Scholars were running around the ice in a so-called half-time hamburger race that defies description!

Sunday was spent introducing ourselves and our studies more formally and generally

Cont’d on page 4
getting better acquainted and exploring the remarkable agricultural infrastructure of Guelph. That evening the Scholars had the opportunity to demonstrate their own athleticism on the ice, with varying degrees of success, as most of us we had our very first go at curling! There were some aching limbs as we filed into the conference hall the following day.

Superb speaker line up

There were some superb speakers lined up for the week, almost all of them engaging, insightful and thought-provoking. The focus and energy that filled the lecture hall whenever we were together was testament to their quality, especially considering the practical, hands-on nature of most of the audience.

First to the podium was Bob Seguin of the George Morris Centre, who set the scene perfectly with a thorough account of Canada’s clout in the international markets, an explanation of the nation’s strategy for growth in the agricultural sector and a reminder of just how big the country is!

Mike Toombs from the Ontario Ministry of Agriculture, Food and Rural Affairs followed with some salient lessons for all the Scholars in the room. Between the interesting statistics on Ontario’s import policy and export strategy, Mr Toombs remarked that a country such as Canada is never going to be able to compete on wages or land prices; an advantage has to be carved out through commitment to innovation, quality and education.

Barry Senft from the Grain Farmers of Ontario and Bill Emmott from Dairy Farmers of Ontario completed the picture with focused summaries of their areas of the sector. Both were keen to highlight that the cornerstone of sustainability has to be the economic sustainability of the farmer and Bill Emmott left us with an enduring image that would come to typify the CSC as a whole:

“We are driving down the road into the future, and we must always be sure to use the tiny rear-view mirror and the comparatively large windscreen in a ratio consummate with their size!”

Steve Peters, Executive Director of the Association of Food Processors of Ontario and former Speaker of the Ontario Legislative Assembly, gave a tour de force of public speaking. This was one of my favourite sessions of the week. I’m a fool for fine oratory, but this was fine oratory with a powerful message; that government can facilitate change in agriculture if it is infused with a positive vision. For Mr Peters, this vision was one of reversed food trade deficits, world leading research and ‘buy-local’ legislation.

Our perspective was widened by David McInnes of the Canadian Agri-Food Policy Institute, Al Mussell from the George Morris Centre and Sterling Liddell from Rabo Agri Finance. Global trends in finance and consumer preferences were analysed in impressive detail without ever losing sight of the impact at the farm gate.

Sustainability debate

Sustainability was a hotly contested buzzword throughout the CSC, with debate raging over its overuse, its significance and even its definition. Our three final speakers on the Monday worked hard to come to a definition that would work for the agricultural sector, building on Mr Emmott’s earlier assertion that the cornerstone has to be the financial health of the farmer.

Dr Stephen Yarrow brought a fascinating perspective to the debate surrounding genetically modified organisms, framing the discussion in terms of the technology’s contribution to economic sustainability by reducing overheads, social sustainability by lowering food bills and even environmental sustainability by reducing pesticide inputs.

Diana Stapleton from Food Banks Canada explained how producers could contribute to the alleviation of poverty through working with food banks, engendering an interesting discussion of the barriers to farmers working with such groups. Whilst Terry Daynard tied it all together with his philosophy of private sector leadership on sustainability, highlighting the efforts of multi-national corporations such as Walmart and Nestlé in leading the charge.

The following morning began in emphatic fashion, as Ontario Agri-Food Technologies’ Gord Surgeoner opened another intellectually challenging session with Dodge Ram’s now famous video-rendering of Paul Harvey’s “So God Made a Farmer” speech. Mr Surgeoner, with a certain flair for pithy phrases and quotes, painted an exciting picture of innovation and opportunity, perfectly

Cont'd on page 5
setting the scene for presentations from Dr Handy Khalil and Dr Amar Mohanty on the potential for the bio-products industry.

‘Speaking up for agriculture’

On the Wednesday, we were ‘Speaking Up For Agriculture’, a full day of training in the dark arts of public relations, media interviewing and social media use.

Kelly Daynard set the scene with a powerful exposition on the importance of effective engagement with the public, using examples of crises in which farming had and had not managed the story effectively. Perhaps most interestingly, she taught us that whilst only 20% of Canadians want to learn more about agriculture, over 66% want to know more!

Assuming this figure could be applied around the world, we spent the rest of the day considering how we could tackle the challenge of informing the public without making them feel like they were learning!

Andrew Campbell of Fresh Air Media and Bern Tobin of RealAgriculture.com were the first into the fray, showing us how to handle media interviews and deploy social media to represent out industry.

The already ferocious Twitter output was instantly doubled under the tutelage of Mr Tobin, whilst Mr Campbell worked with Scholars with past experiences to investigate how some of the more hair-raising engagements with the media could have been dealt with. How to answer surprise questions on sexual health whilst being interviewed about agricultural practices was a particular highlight.

Agriculture More Than Ever

Later that same day, the aforementioned George Klosler took the stage to introduce us to Ag More Than Ever, a fantastic organisation trying to close the gap between public perception of farming and the successful and optimistic reality on the ground.

Len Khan from Khантact Marketing emphasised the importance of good old fashioned people skills, of smiling and eye contact. It was left to Jackie Fraser, Bruce Vandenburg and Jason Berkaik to bring the day’s learning to its practical conclusion. These three innovative rural entrepreneurs each demonstrated how managing public perception can be every bit as beneficial for individual businesses as for the sector as a whole.

US politics and Farm Bill

As the week went on, the talks continued to be hugely varied in scope. We heard from Professor Andrew M Novakovi from Cornell University on the subject of the US Farm Bill; an innocuous sounding piece of legislation that we learned is in fact a reflection of the whole history of US agriculture, and one that will ultimately determine its future.

Having been well briefed on the startling interconnectedness of our modern markets earlier in the week, no one needed convincing of the Bill’s importance to the wider world.

Also talking about the US was Eisenberger Fellow, Jay Nutting, who talked us through the painstaking process of lobbying within the US political system. It was a fascinating insight, and brought with it some really practical and useful ideas for engaging with our own politicians at home.

Carl Moore and the Agricultural Management Institute's Ryan Koeslag founded off our awe-inspiring suite of speakers with some grounded, down to earth advice on farm business management.

Mr Koeslag in particular gave us a lot to think about as he outlined the five varieties of farmer his company had identified through its research; ‘independents’,...
Out and about in Ontario

Of course, one does not visit Canada without taking in the breathtaking outdoors, and we enjoyed some excellent trips out and about in Ontario.

During our time in Guelph we got around on our very own yellow school buses (as befits Scholars!) taking in some stunning scenery whilst travelling to pockets of agricultural excellence.

We visited the 4,200-member Hensall District Coop, a farmer-owned business bringing economies of scale to all of their members. The coop had many facets to its business, but was founded on the handling of GM-free soybeans, many, many tonnes of them!

We toured the sorting, cleaning and drying facilities in the wind and snow, being sure to snap a photo of the large WELCOME NUFFIELD SCHOLARS sign in the middle of the facility.

We also took in a tour of the Vinelands Research and Innovation Centre, an institution we heard a lot about throughout the week as being at the very forefront of Canadian research and development. We discussed funding and political context before exploring the labyrinth of laboratories and greenhouses that housed Vinelands’ impressive portfolio of research.

We saw fruit tasting labs and learned about the lengths scientists go to to assure the validity of their results. We witnessed roses being rigorously tested for disease and cold resistance, and were shown around a huge range of vegetable trials with an expert in each study on hand to interpret everything we were seeing.

One of the most inspirational visits was to Vinetech Canada, a Wes Wiens’ vine production business. Mr Wiens whole attitude was infused with passion - something we saw so much of in Canada - combined with a dedication to quality. This quality was found not only in his product, but in the quality of life he worked hard to ensure for his workforce.

His background was in tractor engineering, yet through determination, innovation and commitment he had created a viticultural business that was preparing to take strides into the global market, having established a solid foundation in Ontario.

We met with many innovative farmers and growers on our travels. The invention and creativity of Don Nott was a pleasure to see as he described how had turned his own farm into a system-sized laboratory at great personal risk, experimenting with switchgrass and its multitude of uses.

Doug and Joan Cranston opened their dairy and corn farm to our inquisitive eyes, taking us through their business model and showing off their “Coverall” barn; a remarkable structure that manages to be both exceptionally light and airy, whilst being able to withstand the very worst of Ontario weather. Apparently, these barns are springing up around the world, and it was easy to see why.

The Van Groningen’s introduced us to VG Meats, their vertically integrated meat business, managing to hold our attention amidst their vast selection of tasty looking meats. That was a great visit to a really interesting business - a combination of sustainable production and effective retail - and most of us left clutching some sort of locally reared, locally slaughtered and locally processed meat product!

There were two viticultural Scholars in our midst for whom our visits to Ontario’s wine country were a great opportunity to learn from those growing grapes under entirely different conditions to their own. For the rest of us, it was a chance to learn about an industry we knew most about from our experiences as enthusiastic consumers.

Following an introduction from Sue Ann Staff, Pondview Estates and Megalomaniac Wines both opened their doors to us, explaining the processes that are driving Canada’s expanding wine output. Of course, in between the intense discussions of propagation, cultivation and markets both foreign and domestic, it is possible a little wine was imbibed along the way.

Pearls of wisdom

There was undoubtedly a huge amount of information to absorb throughout the week, with each high-quality speaker sparking new ideas in every scholar. But there were also moments of real poignancy, when we were given pause to stop and think about why we were all embarking on this journey.
Ken Knox, farming royalty in the province of Ontario, delivered a spellbinding address entitled “If I were your age, I’d do it differently”. The Scholars listened to the Ontario ‘Agriculture Hall of Famer’ with rapt attention as he dispensed hard-won pearls of wisdom. It was genuinely a privilege to witness. Setting and eating with local farmers in Anna Mae’s restaurant reinforced the fact that our issues and our challenges are universal and experienced around the world.

And, our week was brought to the most fitting conclusion by Nuffield Scholar, Steve Larocque, who presented a rousing speech in the most stunning of locales; the top of the Skylon Tower, overlooking Niagara Falls. There wasn’t a scholar in the house who didn’t leave that evening fired up by the idea of following in Mr Larocque’s trailblazing footsteps.

We left as family

It was a marvellous week. Writing about it I’m exhausted all over again. But I cannot omit what may have been the most special aspect of the whole experience; the people.

It is impossible to describe without descending into cliche, so I’m not even going to try to avoid it.

We arrived as strangers from eight different countries, we left as a family. Friendships were forged over pints of Sleeman’s beer, over impassioned debates in the bar, over shared experiences and new found loves of hockey, mechanical rodeo bulls and decidedly dodgy dancing.

These are friends with whom many of us saw the breath-taking Niagara Falls for the first time, friends with whom we will be sharing the remainder of our Nuffield adventures. And, as Steve Larocque reminded us, a Nuffield adventure is not the length of a study, it is a lifelong commitment to learning, development and friendship. In this, as in Canada, I couldn’t wish for better fellow travellers.

Nuffield programs turns inquisitive farmers into scholars

by Glenn Powell, Ontario Farmer

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Nuffielders are smart, intelligent, curious, ambitious and enthusiastic leaders. However, I’ve realised there is one other very important adjective that needs to be added to the list. Nuffielders are down-right FUN.

While the words “global leaders” may not immediately make you think of belly laughs, jokes and giggles, the fact is that at the CSC, I noticed just how much all of the Scholars laughed – and how that shared laughter was one thing that broke down barriers, and created bonds faster than anything else.

It got me thinking what critical elements laughter, a sense of humour, and the ability to have fun, are for all leaders. So, as all good Nuffielders do, I needed to look into this topic further.

The benefits

In an article looking at ‘Emotions in Organizations’ in the Journal of Business Communications, the authors from the Helsinki School of Economics summarise the benefits that joint laughter can bring to an organisation:

- First, humor and laughter can be strategically used by team leaders to create collegiality and a good working atmosphere in their teams.
- Second, laughing together is connected to closing down a topic or a phase in a meeting in a way that displays mutual understanding.
- Third, shared laughter initiated by team members appears to be a resource that can be used to reduce tension in challenging situations, such as the accomplishment of difficult tasks or the treatment of delicate topics.
- Finally, laughing together can be used to do remedial work in problematic or conflicting situations.
- Ultimately, joint laughter appears to be a resource that can be used to improve the task performance and, through this, the achievement of the goals of the organization.

What was interesting to me at the CSC, and looking back, at most every Nuffield event I have attended, is how quickly people who have never met, can find common ground in laughter.

In the CSC, the agenda purposely built in events near the beginning – such as a hockey game, an “AgMazing Race, and an “Attempt to Curl” bonspiel - which were designed to either divide participants into groups where they didn’t know each other, but also to put people on an equally unfamiliar ground so that they would begin to bond and share new experiences. The results were even better than hoped.

The very first night, four Scholars from three countries volunteered for a game of “Build the Burger” which involved running up and down the ice, wearing giant burger bun costumes in front of 5000 fans. Not only were they laughing, but the rest of the Nuffield group, and indeed the arena, were laughing with them. It was a shared experience. Thanks Trent, Natasha, Jake and Steve.

In another article on laughter and leadership, I found this great quote:

“It’s possible to do serious work without being serious. In fact it’s actually counterproductive to do it any other way. Research on environments that foster innovation shows that playfulness and humor are critically supportive elements. We can be serious about what we’re doing without taking ourselves seriously, and we must.”

Bob Eckert and Jonathon Vehar (www.theleadershiphub.com/files/LaughterAndLeadership.doc)

The work Nuffielders do is serious, and most often our lives are serious. I overheard a number of Nuffielders remark about the CSC that they “hadn’t laughed that hard in a long time”. Does that mean they learned less, or were less serious about being Scholars? Definitely not. It meant they were learning together, enjoying being a part of a shared purpose, and forming a lifelong bond.

And, from watching twitter (#Nuffield13), it is evident that the friendships and the learnings, which began at the 2013 CSC, continue – as do the jokes, funny photos and laughter.

“Laughter is the shortest distance between two people.”

...Victor Borge
Encouraging the exchange of practical, theoretical and public policy information among the world’s agriculturalists sounds like a great idea. No one could argue that this type of engagement and discussion have value in an increasingly global society. But talking about global cooperation and making the commitment to fostering and developing global cooperation are two very different things!

The annual Contemporary Scholars Conference (CSC) is the confluence of Nuffield Scholars from around the world and, for a bit more than a week, it becomes the heartbeat and central processing unit of international agriculture!

In recent years, the global connectivity has been increased by bringing farmers from new countries into the CSC and building a connection between their homelands and the Nuffield network. The example of this expanded cooperation and collaboration is brought to life by the recent agreement between Nuffield International and the US-based Eisenhower Fellowships to have Eisenhower’s agricultural fellows participate in the CSC in future years.

Connecting US farmers with their global counterparts increases the reservoir of intellectual capital and production-focused best practices for agriculture, ensuring that as the world’s population increases and new challenges arise in food production, community development, resource management and recruitment of the next generation, those who are actively engaged in production agriculture remain part of the solutions developed.

As part of a global animal health company, Zoetis, that works every day to better understand and address the real-world challenges faced by those who raise and care for animals - I have a huge respect for the men and women who take the chance to step off their operations and step out of their home countries to be part of the change that will guide the future of agriculture.

No matter how many conversations you will have with neighbors, employees, even family members, it is tough for those not actively engaged with the Nuffield program to understand what it takes to put home on hold for many weeks and months and go search for answers – sometimes to questions you didn’t even know you had when you started the journey!

But only through these travels, conversations and experiences can we all better understand and address the issues our industry faces.

When people around the world talk about agriculture, talk about feeding growing populations, talk about building connections to consumers three and four generations removed from the farm, talk about stewardship of our animals and lands, they are talking about us. Through the efforts of the Nuffield and Eisenhower programs, and the scholars and fellows who participate, we can lend our voices to the conversation and ensure that our industry is, indeed, helping craft the solutions that will lead our world forward.

In the Introduction section of the “Nuffield The Man” booklet, it is rightly pointed out that “the ethos of any ‘not for profit’ organisation owes a lot to the character of its founder…” This holds true for the Nuffield scheme, as well as the Eisenhower Fellowships program. And, we, at Zoetis are proud to be part of the work being done by both groups, as sponsor for the US agriculture Eisenhower Fellows’ participation in the Nuffield CSC.

Jean was formally awarded “Honorary Nuffield Ambassador to the USA” by the Nuffield International Board and plans on working closely with Nuffield International to realize potential synergies between this group and related organizations in the US.

Jean was investigating ways to connect agricultural producers in the US with programs like Nuffield and the individual scholars located throughout the world. Specifically, she was looking at the role of the agribusiness industry in supporting leadership development programs and opportunities to expand and enhance connectivity between US agriculture and the Nuffield International Farming Scholars program.

Jean believes that encouraging producers to develop personally and professionally is a critical step for the agriculture industry in Pennsylvania and across the US.

“Here in the US, less than two per cent of our population works every day to provide the food, fiber and fuel that sustains our citizens and our communities. We have to, as an industry, work to develop agricultural leaders who can not only meet the demands of a growing global population, but also translate the great work being done in agriculture to those who have no connection back to the farm.”

Jean is a marketing communications manager on Zoetis Animal Health’s Cattle and Equine Operations team, working in the group’s beef cattle segment. She previously served as the Director of Communications and Executive Assistant to the Secretary of Agriculture for the Commonwealth of Pennsylvania. In this role, she served as the liaison for the 2010 Nuffield Contemporary Scholars Conference, held in Pennsylvania and Washington DC.

Jean’s background also includes work as an agricultural education program coordinator, guiding the agricultural programs and a 120-acre educational farm for a 600 student high school located in the City of Philadelphia. She has also has agricultural marketing and media experience, having worked for the American Mushroom Institute, Holstein Association USA, and Farm Journal Media, Inc., and is a graduate of the Pennsylvania Rural Leadership Program.
In a country renowned for its extremes, Australian agriculture has had another year where farmers in different regions have dealt with floods and bushfires simultaneously. Farms previously flooded have had little or no rain for seven months, whereas northern areas have been flooded again. Regardless, the relentless evolution of farming practice sees many of our Scholars achieving outstanding farming results.

Scholars in demand

It is satisfying to see Nuffield Scholars now deliberately sought to participate as bona fide farmers at the peak agricultural forums and increasingly nominated for leading roles across the whole spectrum of agriculture. Nuffield Scholar, Jane Bennett, was recently appointed to the board of CSIRO (Australia’s peak scientific research body) to complement her appointment to the board of the Australian Broadcasting Commission (ABC).

Nuffield Scholars regularly dominate the programs at ABARES, the primary interface for science, farm and politics in Canberra, at DAFF seminars for key Federal Government advisors and at a number of other influential national forums.

The presentations from returning Scholars at the national conference in Queensland showcased the diversity of Nuffield Farming Scholars. Just as Nuffield Scholar, John Foss, has spawned the dynamic Chia industry, we surely saw the dawn of a ‘new’ industry suitable for the harsh areas when we received an inspiring report from Dave Reilly on the ‘birth’ of the date industry. 1964 Scholar David Stanley from Kenya attended the event.

18 Scholarships awarded

A total of 18 scholarships have been awarded for 2013. Although there were 23 fully-funded scholarships available with ample candidates presented at final national selection, the integrity of the program is respected so that only the best candidates are selected. Our sponsors can be confident that ‘real’ farmers are selected who have potential to significantly impact agricultural industries and communities.

There are at least 25 fully committed sponsors for 2014, but all of these may not necessarily be awarded.

GFP evolving

The Global Focus Program (GFP) has become the cornerstone of the powerful study programs undertaken by Contemporary Scholars. Planning is underway for a fourth GFP to expand the reach beyond the current countries so that Contemporary Scholars (from any country) can broaden their horizons and access the global agricultural frontier. The increasing presence of international Scholars greatly enriches this experience.

The GFP is now subject to a diligent risk assessment process to ensure the safety of travelling scholars.

New Zealand briefed GFP delegates in Wellington in March, rather than the usual briefings in Canberra as part of the evolution of this invaluable program. Such dialogue and ideas from other countries is welcomed and is mutually beneficial.

Nuffield Australia is also trialling a New Zealand initiative to provide high level coaching to assist our Scholars in the preparation, execution and dissemination of their scholarship program; the initial feedback is highly promising.

Visas reduce vacancies

The political landscape is volatile, with the upcoming Federal election tipped to have important topics for agriculture, such as the high dollar, carbon pricing and even transforming Northern Australia into an agricultural food bowl in the spot light. Interestingly, Government visa extension conditions now require candidates to work in regional areas in agricultural industries. This has resulted in large numbers of younger Europeans seeking jobs on farms which is alleviating stress trying to fill farm employment vacancies.

Nuffield Australia sees a powerful international network as a key to unlocking agriculture’s potential. To keep up with all the latest Nuffield Australia news and events, connect with us on the Nuffield Australia Facebook page or our @nuffieldaust twitter feed.

Latest Scholar reports

Christine Ferguson (AU) - The Australian Rangeland Goat - management and opportunities
Amil Mckeever (IE) - Dominance, competition and consumer demand - the impact on meat protein producers
David Murphy (IE) - Dairy co-ops for the 21st century
Aisling Meehan (IE) - Access to land for dairying - new legal and tax models in an Irish context
Michael Foss (AU) - Corporate investment in agriculture
Michael Inwood (AU) - Sustainable and regenerative agriculture: Farming in a world of finite resources
Mark Tucker (UK) - Fertilisers for the future - a nitrogen perspective
Roma Britnell (AU) - Agricultural literacy - farming matters
Stephen Ware (UK) - Remaining competitive within the UK top fruit industry
Laura Stewart (UK) - Mainstreaming sustainable food
Catherine Nakielny (UK) - Maximising returns through reducing methane emissions - an opportunity for the UK sheep sector
Paul Lambert (AU) - Challenges and opportunities for large-scale dairies
Robert Blatchford (AU) - Cover crops
David Helliar (UK) - The successful management of large-scale dairy farms
Mark Falkingham (UK) - External capital in global agriculture
James Male (AU) - Lamb finishing systems - maximising the margins on grain finishing lambs
Dr Zoe Davies (UK) - Movers and shakers in global pig production
Steven Jack (UK) - Opportunities for farming businesses in the produce sector - through provenance, innovation and brand development
Kirstin Glendinning (UK) - Living on the edge: What future for our urban fringe farms?
John Martin (UK) - Improving the capacity to manage change in family farms
Rhys Arangio (AU) - Minimising whale depredation on longline fishing - Australian toothfish fisheries

For PDF copies, go to www.nuffieldinternational.org
In November 2012, the Nuffield NZ trustees announced the successful scholarship recipients for 2013. They were:

- **LISA HARPER** from Marlborough
- **NATALIA KING** from Canterbury
- **STEVE WILKINS** from Southland
- **SOPHIE STANLEY** from Waikato
- **TAI MANJALA** from Northland

The announcement also signified a number of firsts:

- Five scholarships up from our usual two or three.
- Woman recipients outnumbered men three to two.
- First Scholar from the Marlborough region.

Our strategy to work more closely with our sponsors has been beneficial to both Nuffield NZ and our funders. With the signing of multi-year contracts, we have been able to make longer-term plans. This has enabled both sides to plan accordingly. With the assistance of Scholars, sponsors and invited guests, the NZ trustees have revamped our 10-year-strategic-plan. We see the plan signalling the blueprint for determining the long-term vision and successful future for Nuffield NZ.

**Engaging our alumni**

Now more than ever we need rural leaders, innovators and thinkers to stand up and be counted. The challenges we all face in rural businesses, communities and industries are significant. NZ Nuffield sees itself as the vehicle to build people fit to meet these challenges.

One matter that is currently exercising our minds is how we involve our alumni more in the organisation and wider rural communities. There is so much knowledge, skill and experience in our Scholars. The mobilisation and participation of the alumni in high level thinking and debate is critical in so many issues currently facing us.

I look forward to seeing all of the Scholars come together in Canada. The Contemporary Scholars Conference is now a significant event that sets the scene for the next 12 months.

Personally, I get a real buzz seeing the glint of excitement in the eyes of the new Scholars. The friendships and contacts made will be in many instances for life and life changing. BRING IT ON!!

**New website**

Finally, please take a look our website - www.nuffield.org.nz - which is currently being revamped.

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**Netherlands**

**ELISE KEURENTJES**
Organiser, Nuffield Associate Scholars
elise@prinsconsult.nl

The current status of Nuffield in the Netherlands is that we have had five Scholars since our launch in 2011. For the year 2011, we awarded three Scholars. In 2012, we awarded two Scholars and also hosted the Contemporary Scholars Conference. For the year 2013, we are taking a break due to our financial circumstances and the difficulties regarding getting Nuffield known by Dutch agribusiness.

**Organisation**

The current Nuffield board asked the Scholars to take part in the organisation of Nuffield Netherlands. Those willing to do this include Bram, Elise, Alfons and Henk de Lange (de Lange). These Scholars will also take the lead in organising the Global Focus Tour which arrives in the Netherlands at the beginning of July.

**Finances**

The five scholarships that have so far been given out are not yet fully funded, as we did not manage to find enough sponsors to cover all costs. The extra costs, therefore, have been taken up by Bram personally.

From this year, the financial responsibility for the awards will be taken up by all members of the organisation, with a collective decision being made.

Global Dairy Farmers continues to sponsor an amount of €10,000 to Nuffield Netherlands and invites further Nuffield involvement. They are also happy to welcome a 2012 Nuffield Scholar to their congress in October 2013 in Egypt and Israel, supported by funding from Nuffield Australia, and have promoted the event amongst dairy farmers at the CSC 2013. It is hoped that the support from Nuffield (International/Australia), enabling a scholar to join the Global Dairy Farmers congress, can be repeated in future years.

**New ways of cooperation**

Nuffield Netherlands is searching for new ways of cooperating and getting companies and Governmental organisations to see the importance of the ‘international network’ that is Nuffield. We are confident that the interaction between local organisations and Scholars visiting the Netherlands - and vice versa - can lead to enormous benefits.

Currently, we are working on projects with the “Dutch Young Agricultural Contact” organisation.

**Nuffield recognition**

One of our 2011 Scholars, Dijko van der Maat, has already finished her scholarship - entitled ‘Successful direct sales to the consumer’ - and another 2011 scholar will finish his report before the summer.

We present the management summary of this report (please see page 14) in recognition of becoming an official Nuffield country.

Thank you for your trust and commitment - and a great CSC! We hope to be there next year again!
Happy New Year fellow Nuffielders,

Once again it is time for new beginnings and what a great year we have coming for Nuffield Canada in 2013. For starters, we have three fantastic Scholars heading off on their Nuffield adventure. Here’s wishing Gayl, Blake and Clayton all the best in their travels.

2013 CSC

In March, we hosted the Contemporary Scholars Conference (CSC). With close to 100 participants, we showcased Canadian agriculture to the Aussies, Kiwis, French, Irish, English and Americans.

The CSC was set up for all new Scholars to meet. It is a week-long educational event with tours, lectures, entertainment and discussions. It is also the time for the board of Nuffield International to meet.

The conference rotates around the globe and this year it was our chance to shine.

Events

Later on in the year there will be the ‘summer picnics’ and I assure you that we ‘out west’ will have one this year. We will be deciding on the venue shortly. And, I have heard so many great things about the Rigby pool that I am sure there will be calls to return.

It was decided that the 2013 AGM will be held in Alberta from 18th to 20th November, so mark your calendars and point yourselves west.

2014 Triennial

And, I will remind you that preparations are underway for the 2014 Triennial that is coming up in Canada in June 2014. This is an exciting time for Nuffield and I encourage all of you to become involved.

The Triennial will begin at Prince Edward Island, carry on to Ontario and offer an optional tour of the west that will begin in Saskatoon and carry on to Edmonton. Again, all hands are welcome.

It’s an exciting year for Nuffield Canada; I invite each and every one of you to come be a part of it.

Looking forward to seeing you.

Barb Stefanyshyn-Cote
Nuffield Canada Chairman
dinewithconfidence@gmail.com

More information at: www.nuffield.ca/triennial

TRIENNIAL WORLD CONFERENCE AND STUDY TOUR - JUNE 16 - JUNE 28 2014
Halifax - Charlottetown - South West Ontario

For over 60 years, the Nuffield Scholarship program has been providing unparalleled opportunities to some of the world’s best agri-food producers and professionals.

Nuffield Canada is pleased to host and present the next great opportunity for you to learn more about agriculture, make a contribution to the topic, rekindle old relationships and make some new ones.

Our theme - “Prosperity through Innovation” - will be featured throughout the conference and study tour. Our goal is to lift the understanding of both words to a new level and we want all participants to contribute to this new insight.

What’s in store... Nuffield Canada will give a warm welcome to all Scholars from all Nuffield countries in Halifax, Nova Scotia - the Atlantic Gateway to Canada.

You will arrive on June 16th, 2014 and visit some of the most innovative and unique agriculture operations and cultural sites in Nova Scotia.

The Conference on June 18th will challenge your intellect and stimulate new thinking.

You will then travel to Prince Edward Island on Friday, June 20th and tour various agriculture, agri-food and aquaculture operations. You will also get an opportunity to join in the 150th year celebration of the Canadian Confederation.

You will walk in the steps of our founding fathers who attended the Conference of Confederation in Charlottetown in 1864, leading to the birth of Canada in 1867.

All the while that you are in Nova Scotia and Prince Edward Island you will dine on our unique and world renowned seafood and agri-food products. This will culminate with a festival of food in Charlottetown in celebration of our Confederation.

After a nice night’s sleep we will then fly you to the centre of Canada for you to discover the best that Ontario agriculture has to offer, including a tour of Niagara Falls and the Niagara wine region.

When all is said and done, we will wish all of you a fond farewell and safe travels on June 28th, 2014. You will be able to connect to either the Pearson International Airport in Toronto, or to the London, Ontario Airport.

BOOK THESE DATES in your calendar – you will not want to miss this event!

More information at: www.nuffield.ca/triennial

Our 2014 conference theme is “Prosperity through Innovation”: Together let’s lift the understanding of these words to a new level!
In October 2012, we were pleased to join and welcome the Global Focus group in Ain (see above picture). 1988 Nuffield Scholar, Michel Pivard, had organised a wonderful weekend where both French and Australian Scholars had the opportunity to visit an arable farm, compost and dairy farm, a brewery and enjoy the French local food of this area.

The selection day, along with report presentations from two returning Scholars, was held in Paris on 28th November. At the end of the day, two more French Scholars were selected - Thibaud Brocard and Guillaume Motillon.

The French Nuffield Association has found new sponsorship - Vergers Gazeau, a fruit tree and vegetable farm (www.vergersgazeau.fr).

In early January, the French Nuffield board met with the two 2013 Scholars in Paris in order to help them with their study organisation and travels plans.

Several contacts were established during the last few months and, in early February, France Génétique Elevage confirmed their willingness to sponsor a Scholar in 2014. More meetings are planned and the Nuffield French board expects to get at least two more sponsorships for 2014.

2012 Scholar, Jean-Guillaume Capelle, went to Australia and Madagascar to investigate the microbiological products used to improve the soil fertility and crop production.

Our new website has gone live. Please take a look - go to www.nuffieldfrance.fr.
New Nuffield year

Nuffield UK has had a particularly busy year following on from a request for the board to look at the Australian model of encouraging Scholars and their partners to meet together before they embark on their scholarship.

When the board started to look at the issue, it became clear that this was an opportunity to introduce some other ideas that would be of benefit to the flow of the Nuffield year.

Application date - 31st July

After the 2012 selections, the work started in earnest. The closing date for applications for the 2013 awards was moved to 31st July which meant an extra push to ensure the applications came in. This went very well, with higher applications than we have had for some time, in particular from the arable sector.

Moving selection interviews to mid-October allowed some changes to the format of the annual conference. Those selected for a scholarship came to the conference with their partners for part of our pre-CSC briefing and it gave them the opportunity to see what is expected of them when they return.

With the new Scholars being at the conference, it also gave us the opportunity for the sponsors to meet their Scholars, building a much better relationship between the two. We have received very positive feedback from everybody.

New sponsors

Sponsors are a vital part of our organisation and for the first time we held a dinner for all sponsors on the evening before our specialist Arden Conference. Again, we received very positive feedback and I expect it to be repeated at the next Arden Conference in 2014.

We have a number of new sponsors joining for the 2013 scholarship year - the HGCA (the UK levy body for the combinable crop sector); David Allen (a private individual who has two Nuffield Scholars as tenants on his estate); and Aviagen, Cobb and Hubbard (three competing companies from the poultry meat sector coming together to fund a scholarship).

Director appointed

Whilst all these changes were going on, the board had to find a new director. John Stones, who had been the UK director since the autumn of 2001, relinquished the post in May. The UK trustees, on behalf of Nuffield, would like to offer sincere thanks for all that John has done for the organisation in his time as director.

We had a tremendous number of applications for the post and I warmly welcome Colonel Mike Vacher OBE as our new director.

Farewell to John Stones

Celebrating his final conference as Director of Nuffield UK, John Stones reflected that having served in the role since 2001 he believes that he is leaving the Trust well positioned for an exciting future.

There are more potential award sponsors coming forward than ever and this has been matched by increasing applications from potential Scholars. The Trust enjoys a heightened external profile, that continues to attract interest from the wider industry.

The revised calendar for applications and candidate selection is an exciting development that should allow more time for pre-study planning and enhance a new Scholar’s Nuffield experience through the opportunity to participate in a Nuffield conference before commencing their studies.

As an international organisation, Nuffield countries around the world are developing their programmes and more countries are applying to join the international Nuffield ‘family’.

Looking back, John has been privileged to see and lead many changes and developments. He feels that, in his time, the Trustees have been good custodians of the core values of the Nuffield Awards.

“I offer my very best wishes to Mike Vacher as he takes up his role. May he and his successive Boards of Trustees continue to actively develop this wonderful awards programme.”
**SUCCESES AND FAILURES IN NICHE MARKETS**

Djûke van der Maat farms in partnership with her parents on a fruit farm in Bunnik growing apples, pears, plumbs and cherries. Other enterprises include a farm shop, primary school education and cows. In 2010, she started her own trading company in certified sustainably grown food. She established a group of apple and pear growers which she manages in a sustainable way and sells their fruit to retail and food services.

Djûke is a one of the first Nuffield Netherlands Scholars. Here is her study report summary.

The successes and failures of selling by farmers directly to consumers was studied with a detailed investigation of the ‘4 Ps’ of the marketing mix.

- In the beginning, farmers usually start with their own produce. Later on, processed products are added and, after that, products from elsewhere will be also sold. In tourism areas, this last category of products takes over, while at the same time the agricultural character of the farm shops decreases.

- Farmers who produce a variety of fruits and vegetables usually also organise non-agricultural activities - such as picking-your-owns, restaurants and wineries. At Farmers Markets, the difference between ‘own’ or ‘local’ products and products from elsewhere is harder to see. National regulations about food safety and national food habits, also highly influence the product range.

- Prices at Farmers Markets and in farm shops are mainly the same, or a little bit above supermarkets. Exceptionally, in Canada, consumers were willing to pay much more than in supermarkets because of the ‘natural’, ‘no sprays’, local, quality and taste of farmers’ produce. Supermarkets in Canada, much more than in The Netherlands, focus on quantity and price which results in a clear difference between supermarkets and Farmers Markets/ farm shops.

- Price competition mainly happens in tourism areas, with many farm shops carrying the same product range. Farmers at markets and in farm shops strikingly don’t work a lot with offers and savings.

- ‘Place’ influences which products can be grown in the area. Consumers are willing to travel and pay for exclusive products or products that are typically popular in the home country - eg. traditional cider in Wales, homegrown fruit in Ireland, good meat in Canada. Only in these cases, it doesn’t matter where a farm shop is located and how far away it is from the consumer.

- Besides the product, the ‘farm experience’ also influences the success of a farm shop, whereas with Farmers Markets the important factors are mainly accessibility and the amount of parking places.

- Besides the ‘4 Ps’ of the marketing mix, ‘the person’ is extremely important for successfully selling to consumers. He/she is the personification of their product and this passion is essential for being successful with consumers. Although, also important is good staff, Motivation, ‘responsibility’ and ‘development’ are keywords in finding and keeping good staff. Many entrepreneurs indicated that they all wanted to do much more work than would be good for them to do, so delegation was recognised as being hard to implement.

- A successful entrepreneur knows his target group of consumers very well and he knows at which key points his focus should be - ie. health, quality, taste, good value, storytelling.

- A successful entrepreneur knows the market, knows the price and his margin. In the case of a niche market, they have to ensure that their product really is exclusive. They know their advantages and can choose their targets accordingly.

- A successful entrepreneur chooses a story for his brand. He knows his position in the market, and is satisfied with his brand and its marketing. Product and the brand constantly have to be developed a bit more.

- The importance of marketing and branding has been recognised by every interviewed entrepreneur. Therefore, it is bizarre that only a few entrepreneurs have a marketing grade. Most companies do not have a clear marketing plan or marketing budget. Yet most people agree that, should the company be sold, ‘the brand’ would be valuable.

- A good leader and entrepreneur accepts that he makes mistakes. He is able to trust and his communication, actions and behaviour tell the same. Leadership is not about power, knowledge, intellect and IQ. It is about EQ, trust, sharing, consideration, passion and self-reflection. A successful entrepreneur reflects his emotional status, his focus, interaction with others and how far he still thinks in opportunities.

- The future for farmers who sell their product directly to consumers seems to be bright. Being local and providing information about the origin of a product seem to become more popular than ever.

- By giving trust, giving a clear and honest story, the consumer develops to being even more demanding and expects to get products and services that suits him. And, the consumer impatiently ‘wants it now’.

- Other future trends to take into account include social media, greening, sustainability and working together with other parties - farmers, government, other businesses.

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**Nuffield International Website**

www.nuffieldinternational.org

Providing easy access to Scholar reports, forthcoming national events and conferences, links to relevant websites and news...

Please take a look at the Nuffield International website.

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**Contributions welcome...**

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INTERNATIONAL NEWSLETTER: Production and layout courtesy of Editor, JULIE MATE NSch
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