



Cooperation Opportunities in Irish Agriculture

Conor Mulvihill, EU Affairs
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Outline

- 1. Introduction to ICOS**
- 2. The Story So Far- Success & Failure**
- 3. Future Opportunities**



Sir Horace Plunkett



- **Founded;**
 - ICOS in 1894 (US Influence)
 - Dept. of Ag. In 1899
 - Plunkett Foundation in 1919
- **Goals**
 - Better Farming
 - Better Business
 - Better Living



ICOS

- **Representing >130 Co-ops in Ireland.**
 - Dairy, Livestock and Rural Co-operative Enterprise sectors.
 - 100,000+ individual members. 12,000 Irish employees. Combined global sales of €12bn.
 - 13 person board. President: Bertie O’Leary Dairygold co-op.
- **Offices in Ireland and Brussels**
 - Offices in Dublin, Cork and Brussels
 - Member of Copa-Cogeca (European Association of Co-operatives from across 27 member states)



ICOS Represents over 130 co-operative businesses and organisations in Ireland



Mission & Values

- **Mission**

Generating leadership, competitiveness and value through stronger co-operation and world class service.

- **Core Principles**

- **Vision**
- **Leadership**
- **Value**



Irish Co-ops Future Success

- **Internationalisation & Localization**
 - **Export Lead Growth & New Model at Local Levels**
 - **Sustainability Agenda**
- **Defined Focus**
 - **Purpose Driven Strategy**
- **Future Resources**
 - **People are the difference – New Members- Training**
- **Market Focus**
 - **Expansion,Co-operation,Collaboration,Co-opetition.**
- **Ownership**
 - **Engaging broad and varied membership**



ICOS: 21st Century Role

- **Providing Co-op Voice**
- **Advice, Support, Development**
- **Governance & Rules**
- **Communication & Networking**
- **Training & Education**
- **Lobbying: Legislation & Representation**
- **Funding**



- Pull together the group of people (minimum of 7) to ascertain and define the common economic need.

Approach



- Draw up a comprehensive business plan for the proposed co-operative enterprise

Business plan



- On the basis of the business plan is the co-op commercially viable? Will it at least breakeven annually?

Commercially Feasible



- Determine the level of financial commitment from the group members of the co-op

Determination of Commitment



- What is the proposed financial input by the individual members

Enlisting Member Support

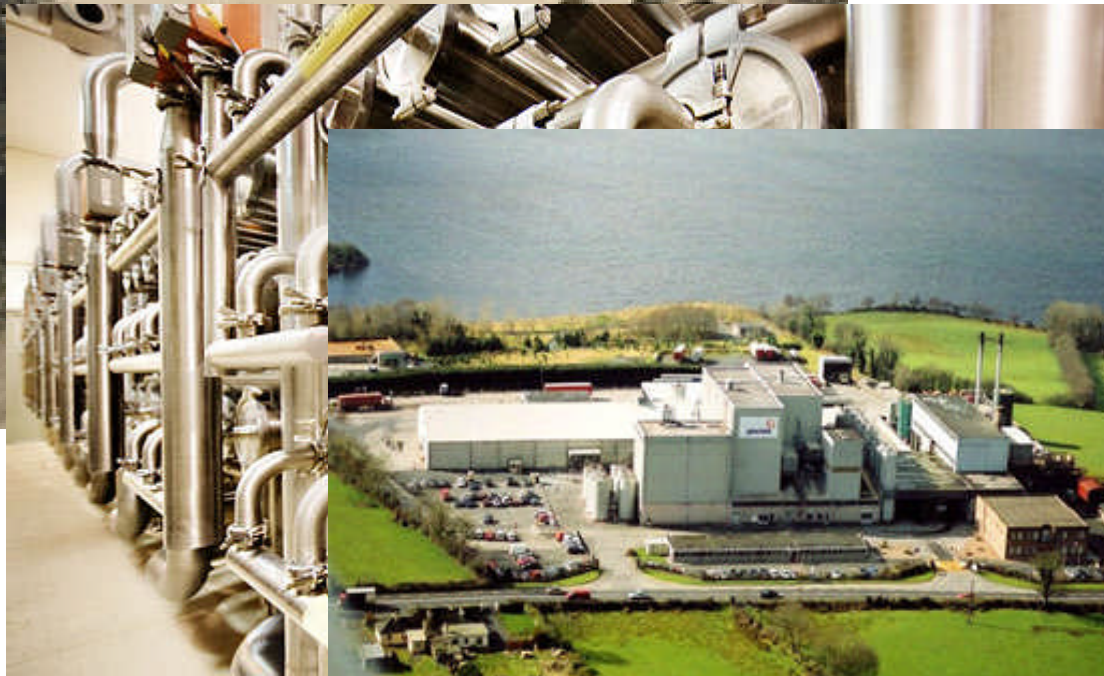
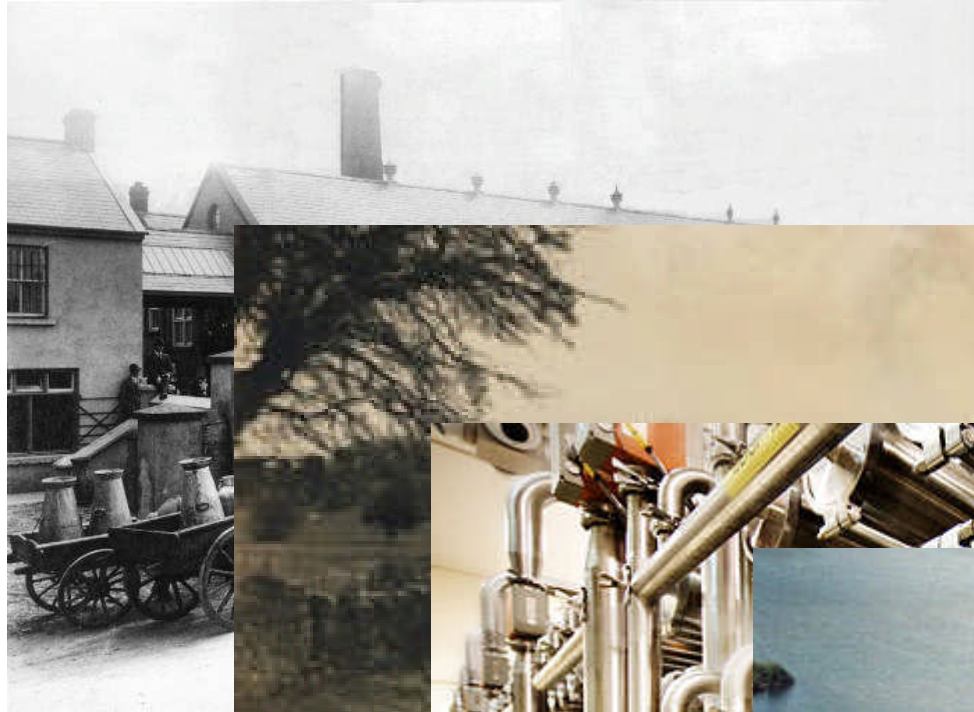


- Seek the assistance of ICOS to determine the suitability of the proposed enterprise as a co-operative

File a request with ICOS



Evolution



Dairy





Livestock



New Era- New Co-ops



Failures

- **Meat Industry Private Dominated**
- **Fruit, Veg & Much of Grain**
- **Forestry**
- **Key Inputs – Fertilizer, Medicines**

- **Integration of Smaller Food & Other Co-operatives Under Umbrella**
- **Lack of joined up thinking with other bodies**
- **Loss of ownership of some horizontal areas- Engineering, Marketing etc.**



Co-operation Opportunities

- **Sustainability- Definition Evolving**
- **New Economic Situation**
- **Certification Labelling- Co-op Values**
- **Irish Political Attitude**
- **Public & Consumer Sentiment**
- **Co-ops ‘Outside the Box’**



EU Aspects



- **Food Chain Recognition & Problems**
- **CAP: Co-operation Art 36, CMO, Greening**
- **LEADER Funding**
- **Labelling- Organic, PGI/PDOs**
- **Promotion**
- **R&D**
- **Co-op Statute**



Competitive Advantage?



Present: New Co-operative forms



- **Helping rural communities through community-ownership and advice, to take control of the issues affecting them.**
- **Food & Service Co-op Enterprises**
- **Rural Community Initiatives**
- **Shops, Pubs, Transport**



Loughmore Community Co-op Shop



Glanbia- Co-op Resurgence or Dilution?



World's Top 10 Dairy Companies

	€13 bn		
	€9.0 bn	Co-operative	2001
	€8.5 bn		
	€8.5 bn		
	€8.5 bn	Co-operative	2008
	€7.5 bn		
	€6.5 bn	Co-operative	1999
	€5.5 bn	Co-operative	1998
	€5.5 bn	Co-operative	2010
	€5.5 bn		



Barcelona FC

Reuters



Barcelona's team celebrate with the trophy after winning their Champions League final soccer match against Manchester United at Wembley Stadium in London May 28, 2011. – Reuters Photo

- Barcelona - Member owned co-op → 170,000 members, Elect President every four years.
- Of the 11 players who started out on the field for Spain's winning World Cup team, 10 of them play for a co-operative



Thank you!



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www.icos.ie