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How the phasing out of milk quotas influenced extension?



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Competent Farmer
Meeting, Tänikon
4th october 2017

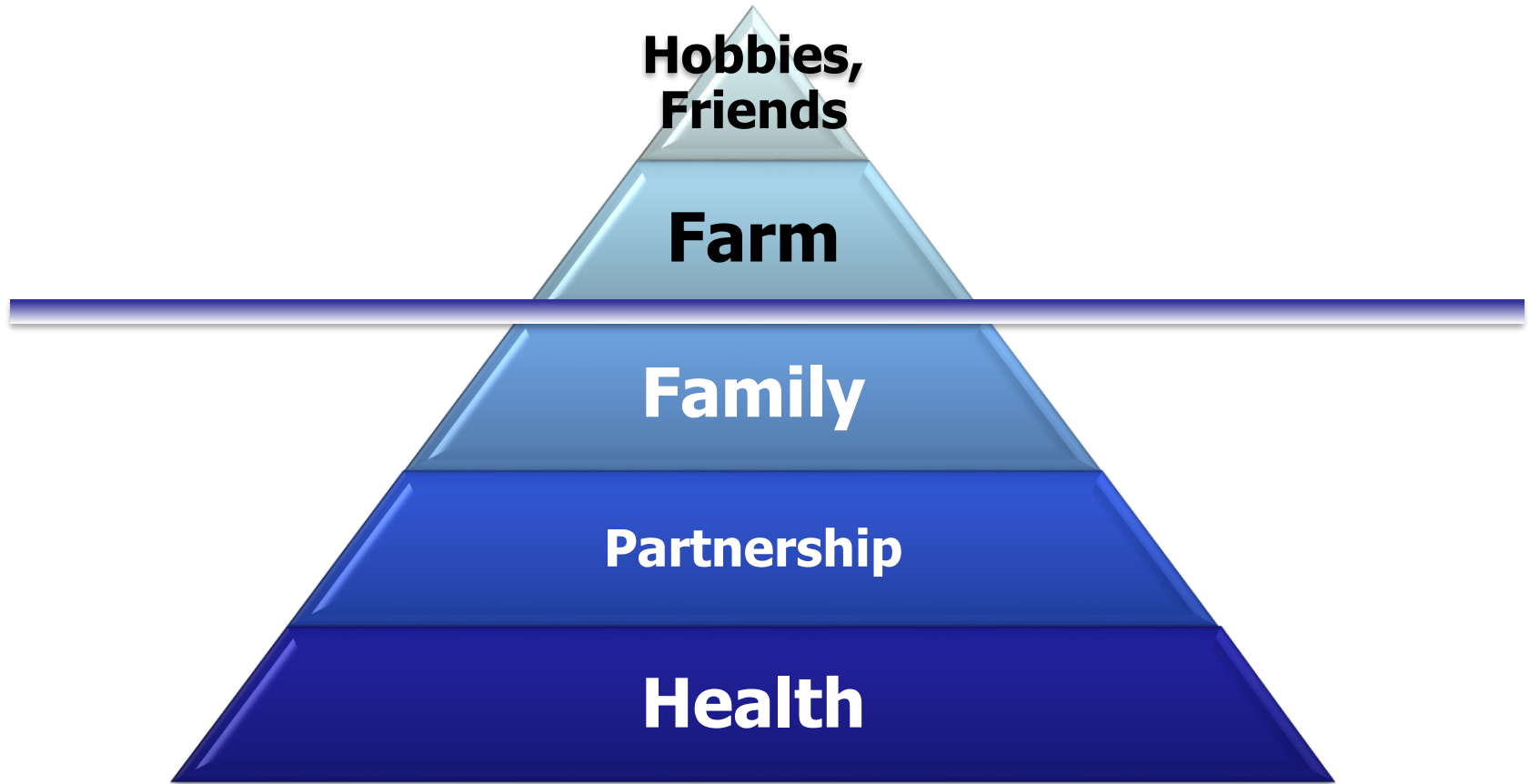


ENTWICKLUNG DER LANDWIRTSCHAFT UND DES LÄNDLICHEN RAUMS
DÉVELOPPEMENT DE L'AGRICULTURE ET DE L'ESPACE RURAL
SVILUPPO DELL'AGRICOLTURA E DELLE AREE RURALI
DEVELOPING AGRICULTURE AND RURAL AREAS

Phasing out of milk quotas induced in Switzerland for advisory services

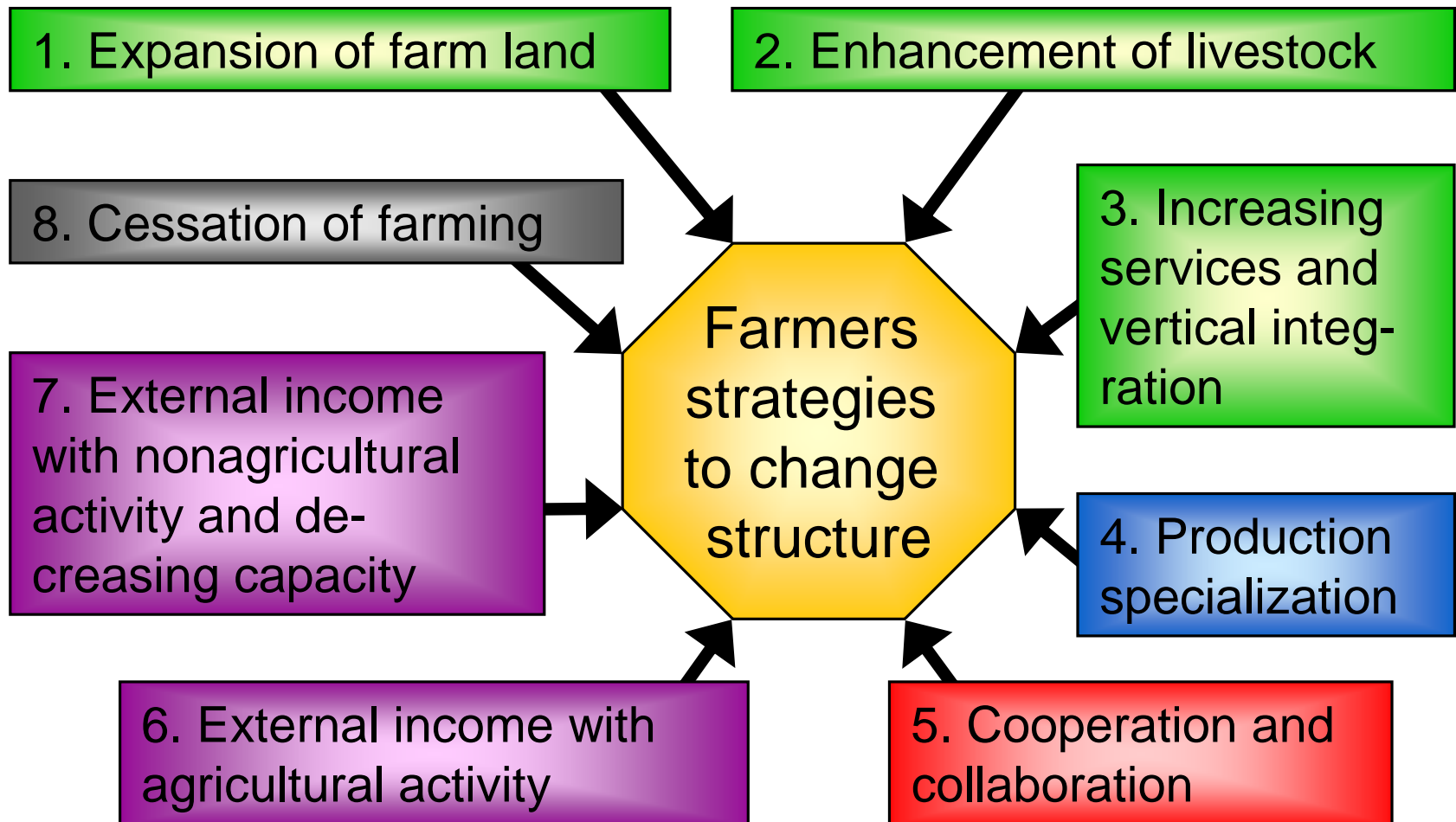
- Farmers were very sensitive, what will change and how they can act and react
 - Advisors organised several information events
 - Accumulation of farmers demanding advisory services
- Regional differences and path-dependences
 - Plains vs. mountains
 - Milk production for cheese or dairy industry
- Financial questions changed to strategic questions

Farmer hierarchy of needs



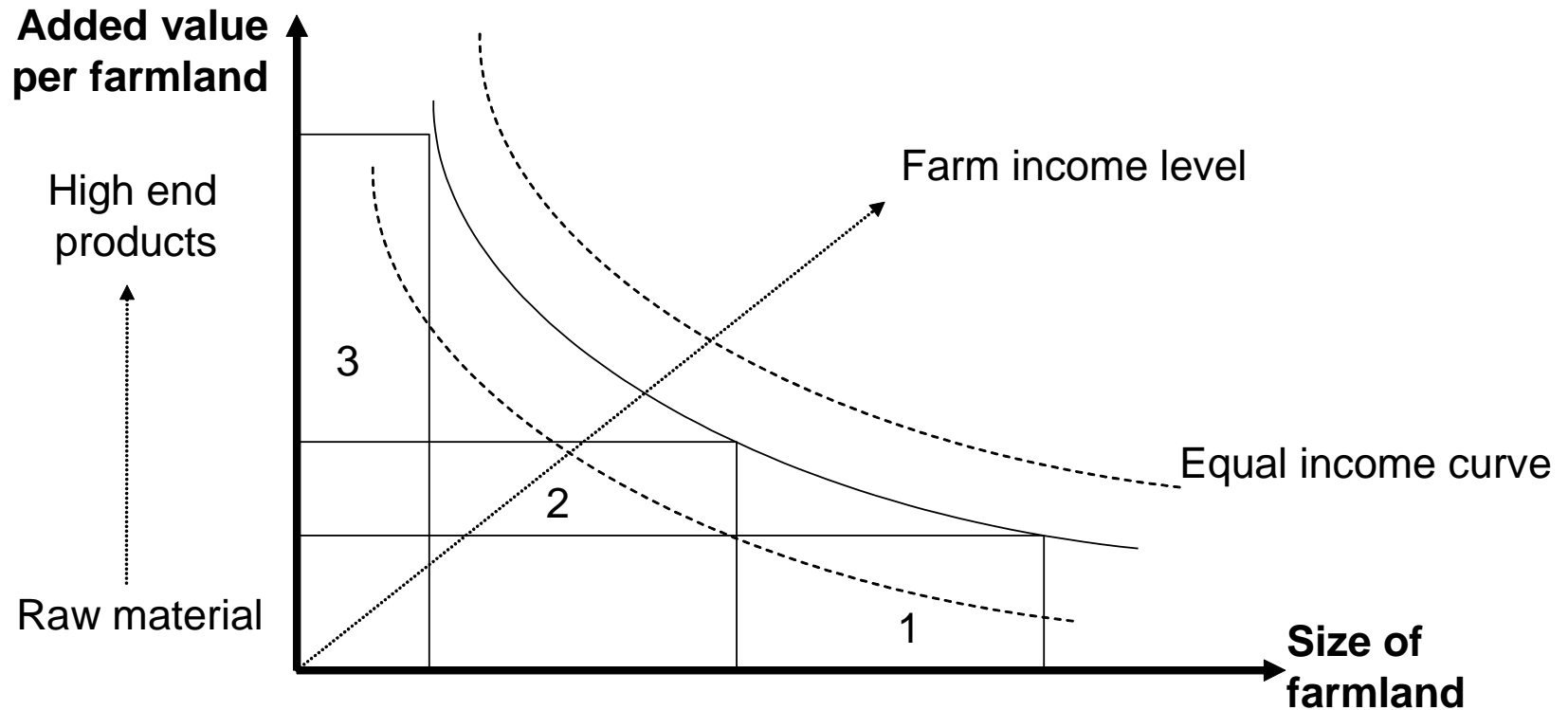
Hurni, 2017

8 ways to change my farm



Lehmann et al., 2002

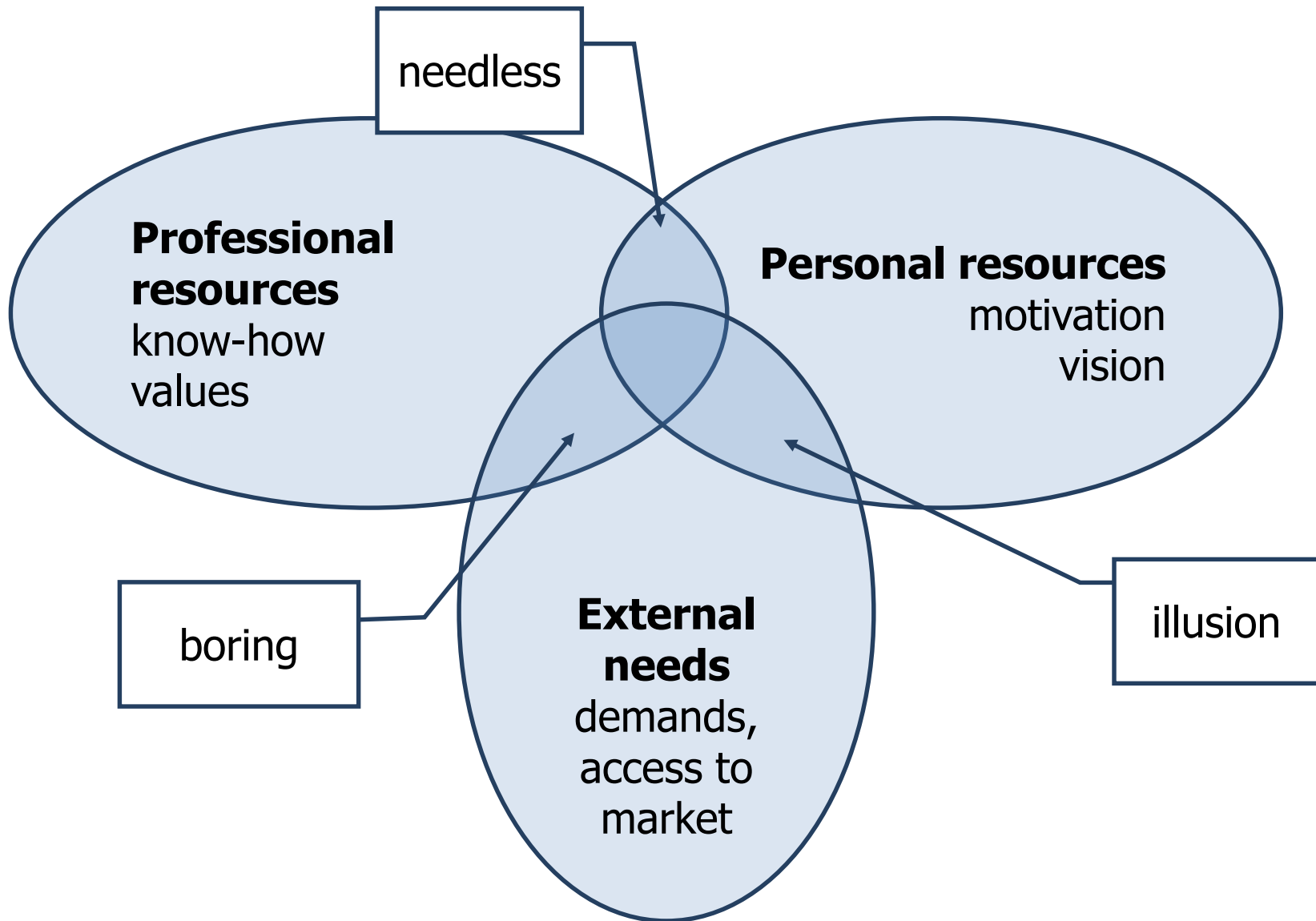
Farmers output portfolio



- 1) Crop production with few or without animals
- 2) Livestock farming and forage production
- 3) Production specialization or services and vertical integration

Albisser et al., 2007

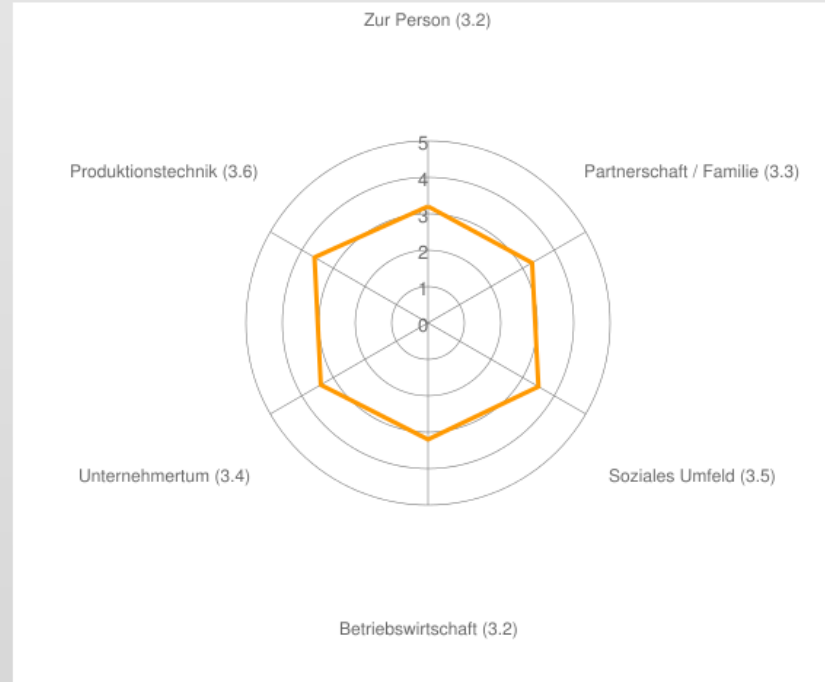
An what farmers should focus their activities



Self-test for dairy farmer: where are my competences?

DURCHSCHNITT ALLER BEWERTUNGEN

Zur Person	Partnerschaft / Familie	Soziales Umfeld	Betriebswirtschaft	Unternehmertum	Produktionstechnik
3.2	3.3	3.5	3.2	3.4	3.6

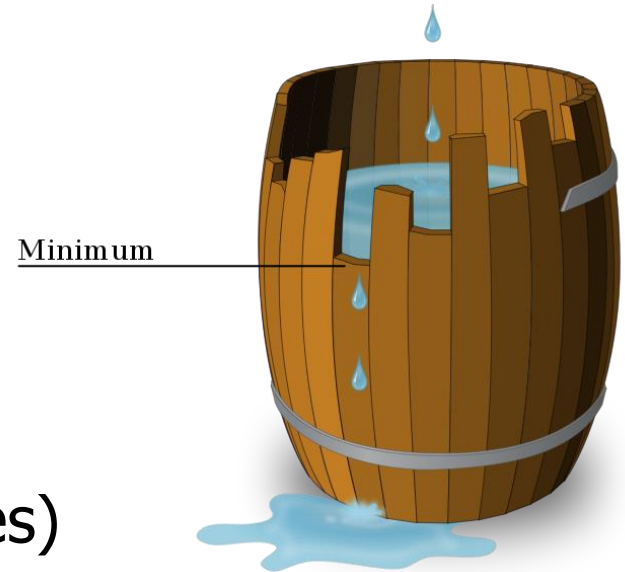


Farm management means planing

- Strategic planing
 - Where we want to go, what is important for us?
 - Strengths, Weaknesses, Opportunities and Threats (SWOT)
- Marketing
 - What we sell and whom?
 - Planing the mix (product, price, place, promotion)
- Production planing
 - How we produce? Take account the synergys and trade-offs
 - Resource efficiency: Output / Input
- Financial planing
 - Do we earn enough? Can we invest?
- Project management
 - New ideas: How to plan, implement and control

The competences a farmer needs to succeed

- Production knowledge
- Management skills
- Leadership competencies
- Soft skills (social competences)
 - on business
 - private
- Personal competence

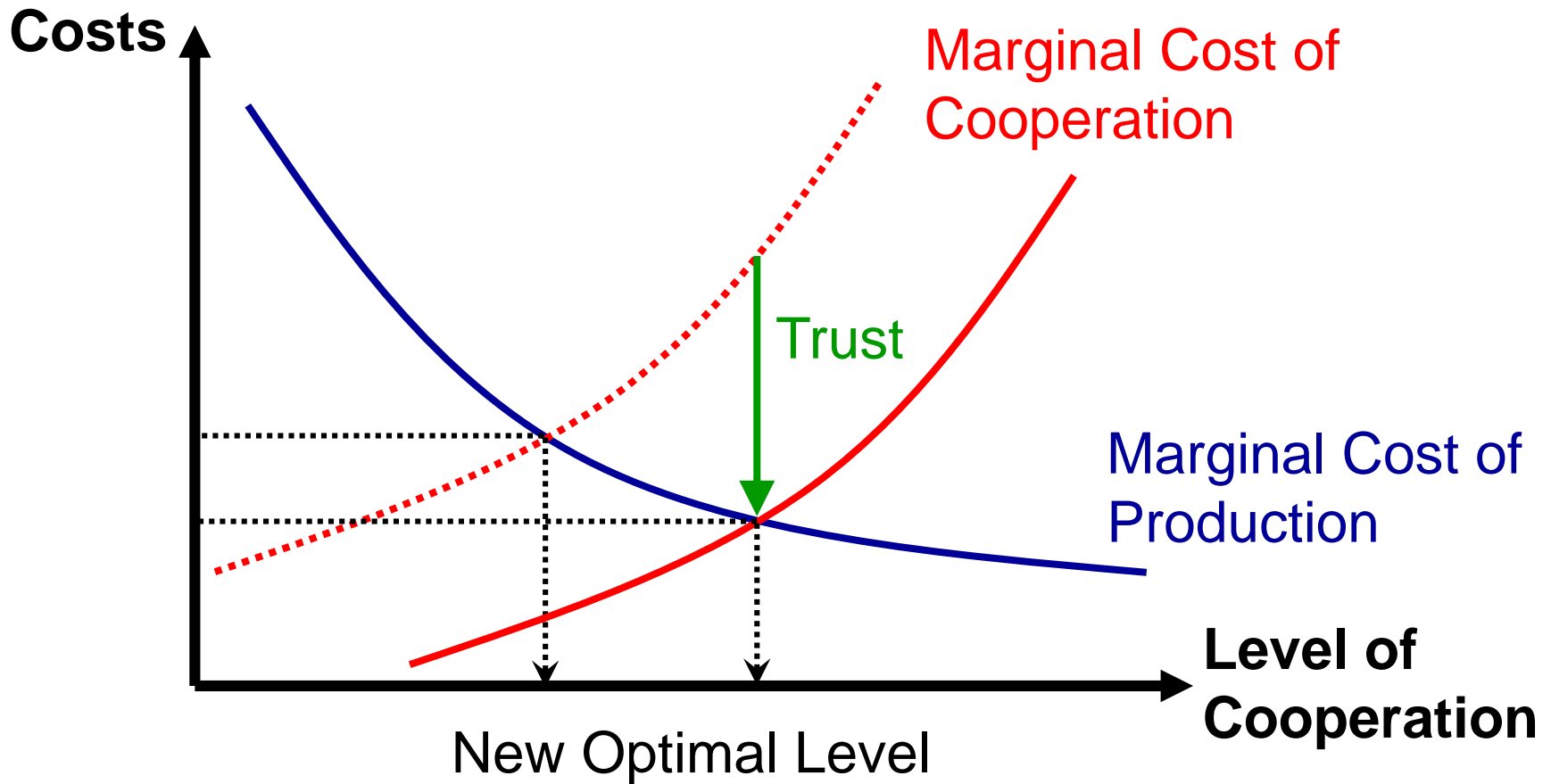


High capability and loyalty results in trust

		Capability:	
		Low	High
Loyalty: <i>The value I believe my partner likes me and he will support me in future</i>	High	Sympathy	Trust
	Low	Mistrust	Respect

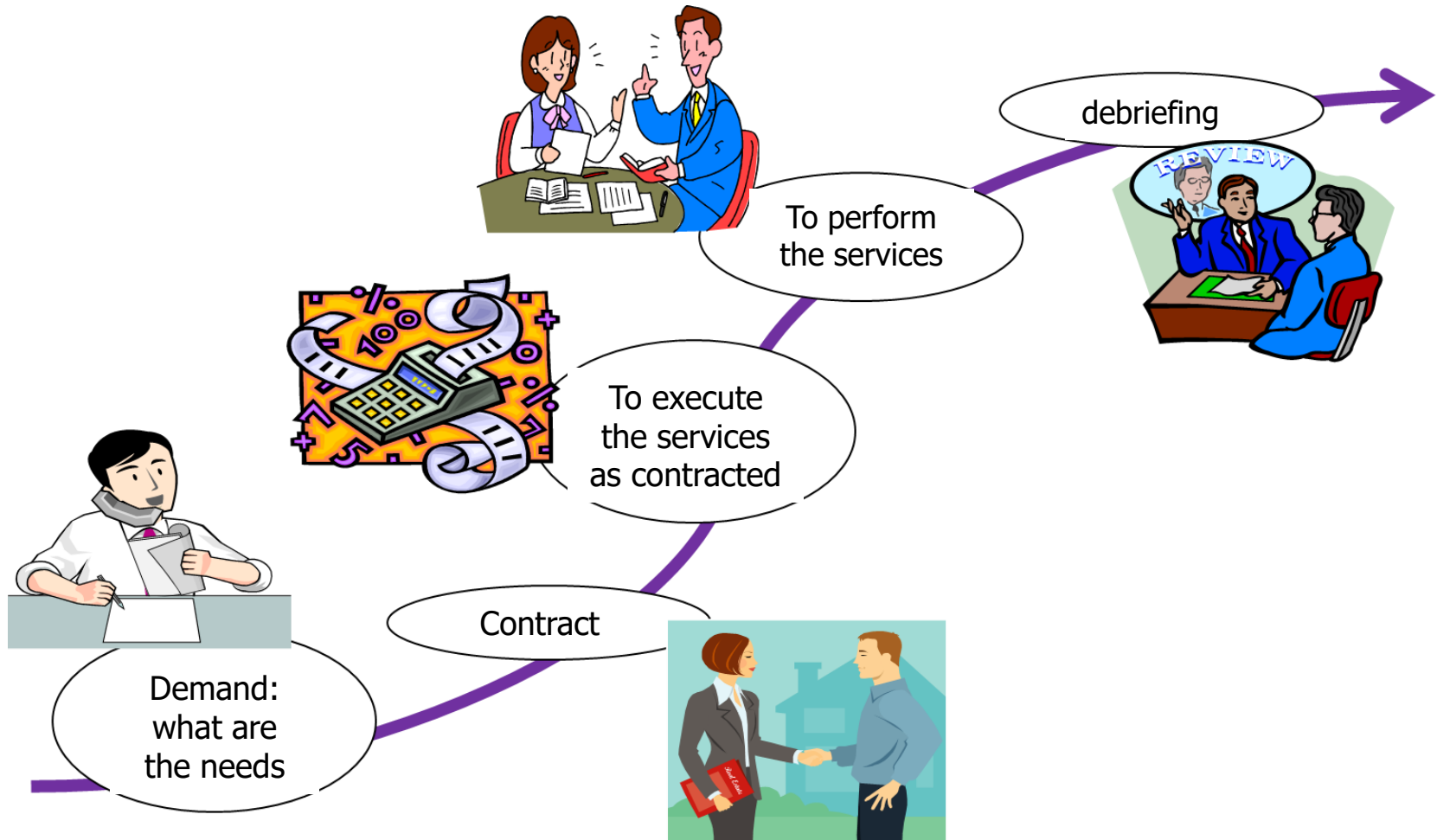
Scholtes, 1998

Effects on the marginal cost of cooperation



Albisser et al., 2007

Project-oriented advisory services



Conclusions

- Most farms are a symbiosis: family / company
- Production and financial planning are not enough to succeed in farming
- Advisors should respect in their work
 - Farmers personal and familial aspects into the planning and decision making
 - Change is a process and not only a case
 - „Early-“warning systems and how to deal with risks
- New methods and tools for advisors
 - Process-oriented services, coaching, to take account partnership and family, risk management

Thank you for attention

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