



**Food Chain Centre**

*Best practice for your business*

**Completion  
Report 2007**



The Food Chain Centre is managed by IGD.  
IGD brings together intelligence and best  
practice from food and grocery worldwide to  
make a difference across the chain.

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# Sir Don Curry CBE:

Chair, Sustainable Farming and Food Strategy  
Delivery Group

**The Food Chain Centre was the first of the new initiatives to get underway as a result of the Policy Commission on Farming and Food which I chaired back in 2002.**

The central theme of our report was reconnection. We believed that farming had become detached from the rest of the economy and the environment and, along with a range of other measures, we wanted an organisation to reconnect farmers with valuable business techniques in use elsewhere.

The specific role of FCC was to spearhead the sharing of information along the chain, to champion positive trading relationships, and to develop and test improvement techniques.

Since 2002, FCC has fulfilled that role admirably. It has researched, and then shared, insights into business improvement techniques, often completely new to the food industry, which saved millions of pounds for the participants but, more importantly, offered invaluable insights to the wider industry.

FCC has also pioneered ways of offering farmers better access to the marketing data which is now fundamental to offering a range of products to an increasingly fragmented consumer audience, and has led the way in championing benchmarking through farm business clubs.

I am delighted that FCC has produced such a detailed and valuable body of work which, as this report demonstrates, has helped fulfil part of the mission to reconnect farmers with retailers and consumers.



A handwritten signature in black ink, appearing to read 'Don Curry'. The signature is fluid and cursive, with a long horizontal stroke at the end.

Don Curry

# Joanne Denney-Finch OBE:

Chair, Food Chain Centre and Chief Executive, IGD

**The English food and farming industry is amongst the best in the world and is highly resilient. However, the global marketplace is very challenging and the pace of change has been extraordinary, so we all need to be adaptable to prosper in future.**



The Food Chain Centre was asked to test and promote a variety of business methods to help keep English producers competitive and to boost profitability. The special ingredient has been better teamwork through the chain.

We have involved almost 2000 farm businesses and over 120 other food companies. The results show the tremendous capacity for profit from working more effectively together. For example, companies involved in 25 of our projects reported savings totalling over £14million much of which is repeatable in future years.

Our mission is complete and we now draw the Centre to a close but the story does not end here. Others are already building on our work. IGD will continue to help those who want to capitalise on the learnings of FCC. Do contact us if you would like to be involved.

Through the work of the Food Chain Centre we have met some exceptional people, strengthening my confidence in the future. But we do need to use every method at our disposal. FCC has demonstrated some highly effective ways to improve the bottom line. Please make sure you benefit from our experience.

I am enormously grateful to my predecessor, Dame Deirdre Hutton and to the members of the Steering Group who provided us both with wise counsel and enthusiastic support. I also thank Defra, for its help in so many ways and especially John Robbs and Brian Harding.

A handwritten signature in black ink that reads "Joanne Denney-Finch". The signature is written in a cursive style with a long horizontal line extending to the right.

Joanne Denney-Finch

# Our challenge



## What did we set out to do?

The Food Chain Centre was set three objectives by the Curry Commission:

- To develop food chain analyses from farm to point of sale to identify how efficiency savings can be made to the benefit of all players
- To act as a champion for farm benchmarking
- To review consumer research and consider the implications for farming

Our task was to pilot these approaches and produce recommendations. We therefore had a fixed-term mission and were not set up to be a permanent body.

## What were the main activities?

- FCC has overseen the biggest programme conducted anywhere in the world to explore new methods of boosting farm profits and improving supply chain teamwork.
- We spanned the four largest English farming sectors: red meat, cereals, dairy and fresh produce.
- We worked in the private and public sector, on commodity and value-added crops and with conventional and organic production.
- We involved almost 2000 farm businesses and over 120 other companies. These included large and small retailers, caterers, wholesalers, branded and own brand manufacturers, upstream processors, traders, distributors and agri-supply companies.
- We also worked with a long list of partners including trade bodies, levy boards, banks, universities, consultancies, regional development agencies and other government agencies.
- FCC was funded mainly by grants from Defra and staffed by a small team seconded by IGD and Defra. The total budget over five years was £5.3m, consisting of £3.8m in grants and circa £1.5m in resources provided by IGD and Defra.



## What did we test?

- The Food Chain Centre piloted the concept of 'lean thinking' in food chains. This involves getting more and more from less and less. We examined 33 chains from farm to fork. We found that on average, 20% of costs in the food chain add no value.
- We set up a network of benchmarking clubs in fresh produce and promoted the benefits of benchmarking across all farm sectors. We also worked with partners to establish a network of services described by an international survey as the best in the world.
- We explored ways to provide information on consumer trends to help farm businesses.

## What did we achieve?

- The businesses involved reported savings of £14.4m. On that basis the return on investment is 270%. Many of the savings are repeatable in future years and there were other benefits impossible to quantify.
- Between 2002 and 2006 the proportion of farmers benchmarking rose from 8% to 33% and involvement in business clubs from 2% to 10%. Farmers reported substantial benefits as a result: 52% say they improved their practices and 34% enjoyed better returns.
- Through the dunnhumby Academy at Kent Business School, farmers can now access the shopping habits of a million shoppers to test their business ideas. Our pilot group of farm businesses enjoyed an average sales uplift of over 10% from using this information.
- We produced a large collection of evidence and examples. These are available at no cost through the FCC website. This material forms the basis of a new Edexcel BTEC qualification.

This report outlines our results in more detail and explains how the legacy of FCC will be shared.



# Understanding Markets

**To help farmers make the most of consumer information known to be extremely valuable to food manufacturers, the Food Chain Centre pioneered a series of initiatives.**

- We unlocked access to the dunhumby database, one of the best market research resources in the world. Through the dunhumby Academy at Kent Business School, farmers can now access data on the spending habits of a million shoppers.

- FCC set up access to key consumer trends through the Market Info section of its website. This is selected and interpreted especially for farmers.

It was the first time such detailed consumer insight was made available to the UK farming industry. The website includes tables for individual products that show penetration, frequency of purchase and year-on-year growth trends as well as charts showing purchases by region.

- FCC worked with CACI Ltd to test the value of geo-demographic customer profiling. This included postcode maps to show the 'hot spots' where particular types of consumers live and work, and helps businesses to target their marketing effectively.

As a result, integrated profiles and postcode analyses are now provided through the dunhumby Academy.

This package of information has helped farm businesses in many different ways including:

- evaluating ideas for new products
- finding new routes to market
- improving product presentation
- designing more effective promotions
- identifying new locations in which to sell

All the farm businesses we helped reported to us that the insight had made a real commercial difference. They experienced sales uplifts between 3% and 15%, with expectations of further gains in the future.

### Example 1: Glebe Farm Organic Flour

Rebecca Rayner's family owns a 500-acre cereal farm near Huntingdon, 50% of which has been converted to organic production since 1999.

Rebecca sells organic bread through local farmers' markets and flour mixes for bread-making machines through independent retailers. Her range also includes spelt and gluten-free flours, cake mixes and a total of 17 different flours and flour-mixes.

Rebecca used the shopper information from the dunnhumby Academy to improve her understanding of existing and potential consumers.

"Looking at the analysis showed me that the supermarket shoppers had very different profiles to our existing shoppers," says Rebecca. "I was able to think about which flours in the range were the most appropriate for these shoppers and frame my pitch to each retailer accordingly."

As a result, Rebecca focused on the regions with the most potential by attending food events which resulted in new sales. It stopped her automatically targeting the markets closest to home.

Rebecca also obtained national listings in Waitrose for three product lines, as well as local listings in Tesco's Cambridgeshire stores with the potential to expand. She predicts a 44% sales uplift by the end of 2008.

### Example 2: Manor Farm Shop

Before Brian Ryder opened a farm shop on his 350-acre farm near Chester he wanted to test the market.

The Food Chain Centre provided Brian with shopper profile data from the dunnhumby Academy, as well as geo-demographic information from CACI Ltd. We identified people from the 'Urban Prosperity', 'Hard Pressed' or 'Wealthy Achievers' categories, who tend to buy meat from shops other than large supermarkets. A postcode map of the area illustrated where these people live.

The dunnhumby data showed Brian the type of people who were more likely to buy meat with provenance like 'West Country Beef'. It gave Brian a good idea of the type of customer who would use his shop and the map meant he knew where they lived, helping him to target his marketing.

Brian opened his shop in March 2007. After a slow start, turnover soon pulled ahead of budget. The majority of customers are from the older, affluent parts of the population, although the shop is now also attracting younger shoppers.

Following this success, Brian is turning his attention to a local delivery service to both homes and businesses in the area, and predicts a 23% uplift in sales by the end of 2008.

# Encouraging Collaboration

**The Food Chain Centre believes in prosperity through partnership, and has worked to promote collaboration along the supply chain.**

Partnership between businesses can bring extra security through:

- superior efficiency
- greater loyalty
- more opportunities for price premiums
- a better response to new business opportunities
- better feedback on quality

FCC instigated a step change in food chain integration by promoting teamwork from field to shelf. This was the first time that a whole chain approach was promoted so widely, and it was underpinned by an approach to business improvement known as lean thinking.

Lean thinking is a way of organising work that involves less effort, less equipment, less time and less space while getting closer to providing consumers with exactly what they want. FCC pioneered a new approach with end to end food supply chains.

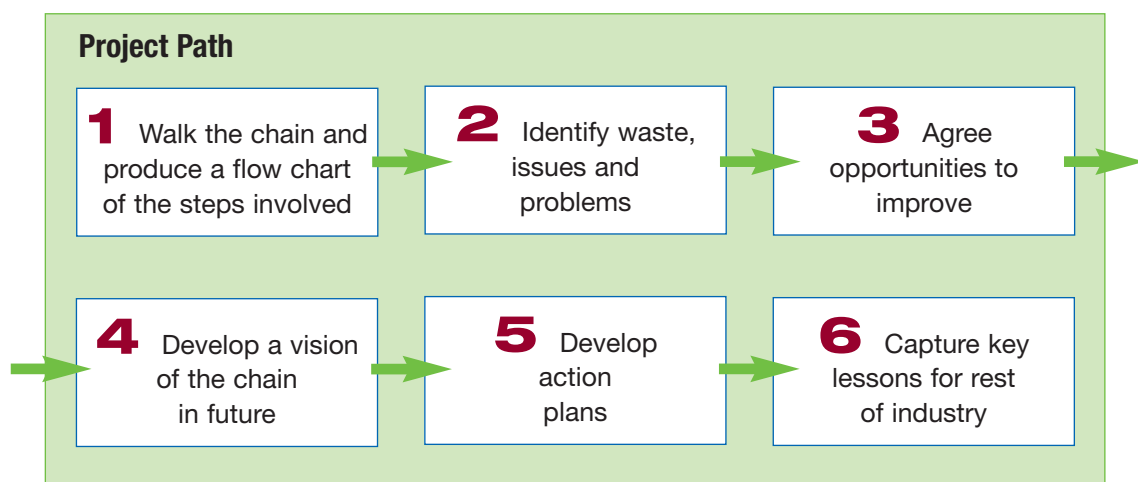
Lean thinking focuses on stripping out waste from supply chains while concentrating on value. Typical examples of waste in supply chains include:

- mistakes
- delays
- too much stock
- steps that are not needed
- unnecessary movement of people and goods

The aim of FCC's programme was to apply lean thinking across whole food chains from farm to final customer, to see whether faults could be tracked and solved to everyone's benefit.

We completed 33 whole chain projects, working with over 100 businesses across the four main agri-food sectors – red meat, dairy, cereals and fresh produce. For the majority of businesses, this was the first time they had tried this approach.

Our method was to build teams from each participating business, helped by an expert facilitator. Each team then followed a set path:



The first step is critical because it observes how the chain actually works rather than how it is supposed to. It also enables everyone involved to see more than their own section of the chain.

We followed products from the farm to the point of purchase, and we also tracked how information in the chain was used to plan and drive production.

We found that:

- every chain could be reconfigured so that everyone benefited
- immediate commercial benefits could always be found, as well as longer term opportunities
- on average, less than 5% of the time from farm to consumption is spent on activities that add value
- as a rule, 20% of costs in an average food chain add no value and could be reduced or eliminated
- performance measures to track how well the whole chain is doing are extremely rare

An enormous number of changes resulted from these projects in areas such as:

- consumer insight
- product specifications
- transport arrangements
- factory layouts
- stock holding
- staff training
- contractual arrangements
- packaging
- production scheduling
- quality improvements
- supplier associations
- performance measures

Most of the participants were new to lean thinking, and many went on to develop a company-wide programme as a result of our work. We asked the businesses to quantify the benefits and 19 chains responded:

- companies reported their own savings to be £7m
- they estimated the benefits to others in their chain at £6.7m resulting in a total of £13.7m

# Encouraging Collaboration

## Example 1: NHS

“This was one of the most useful projects in which I’ve been involved,” according to Gareth Jones at NHS PASA. “It saved the NHS £3m because we were able to more closely specify our requirements for packaging and distribution while providing schools with an improved service and greater variety.”

The School Fruit and Vegetable Scheme is part of the 5 A DAY programme to increase fruit and vegetable consumption. The Scheme entitles all four - to six-year-old children in state funded schools to a free piece of fruit or vegetable every day.

It was introduced following the NHS Plan in 2000, and since 2004 has been funded by the Department of Health at a cost of £35m per annum. The NHS Purchasing and Supply Agency (NHS PASA) is responsible for purchasing the produce.

At the time of our work in 2006, some 16,000 schools had signed up to the scheme. We followed a gala apple from a farm in Kent to a primary school in London, looking in detail at all the operations including picking, packing and distribution.

The savings came from five key improvements:

- better planning of deliveries
- improved packaging
- new apple picking arrangements
- planning for non-school days
- providing fridges in schools



### Example 2: Dairy Crest

Our project with Dairy Crest involved the Davidstow Cheese chain. One big change was to set up a new Supplier Association for the 400 farmers supplying the milk for cheese-making.

Farmer members gained up to an extra 1p per litre on the price of their milk by working to a tighter product specification more suited to cheese-making, which came to an extra £2m per year.

“By linking developments in milk production more closely with customers’ requirements, we were able to better reward our farmers, while they have provided us with milk that we are better able to process into cheese,” said Arthur Reeves, Milk Purchasing Director at Dairy Crest.



# Encouraging Collaboration

## Example 3: Asda

“These projects demonstrate Asda’s commitment to helping our British suppliers improve their profitability,” according to Chris Brown, Asda’s Head of Sustainable Sourcing. “But at Asda we have also learned a great deal about how we can improve communications with our suppliers in red meat and more generally. Supply chain relations have been improved through our Beef, Lamb, Pork and Dairy Link schemes and changes in our demand planning and forecasting have been put in place as a result of this work bringing benefits to our supply chains of around £1m.”

Asda worked with us on their beef, pork and lamb chains to identify ways of improving returns for everyone in the chain.

We found some common themes:

- Not enough animals of the right specification were being supplied to the processors. To help tackle this, Asda will introduce video image analysing equipment that gives a better reflection of the animal’s true market value. The farmers will then earn a premium for getting the specification right and it will also save the abattoir processing costs.
- Problems in the ordering system were also found and solved. For instance, there were many different forecasts of demand used in the chain, often contradictory and none particularly accurate.
- There was too much stock in the system and also fluctuating production schedules with erratic shift patterns.

#### Example 4: The Co-operative Farms

“This project demonstrated the importance of market analysis” according to Christine Tacon, General Manager, The Co-operative Farms. “We have become more innovative and now work in much closer partnership with others in our chain. Our sales to Co-op stores across all of our produce have risen from 10% to 60% of our turnover in three years.”

The first principle behind lean thinking is understanding value from the consumers’ point of view. This can include ethical, provenance and health considerations as well as price, freshness and quality.

The Co-operative Farms (formerly Farmcare), the farming side of the Co-operative Group, recognised that consumer values were changing and with its partners – including plant breeders, the flour miller and Co-op retail – launched a new plain white flour using its own grown wheat.

Our value chain team considered The Co-operative Farms’ research, which showed:

- 73% of Co-op shoppers believed that having produce grown on Co-op farms helped to improve the Co-op’s stance as an ethical retailer.
- 68% of shoppers perceived Co-op own grown products to be of better quality.
- 65% of shoppers said it would improve trust in the Co-op, which led to increased sales.

Our project ensured that everyone along the chain shared this understanding, and was lined up to deliver exactly what consumers wanted, from the plant breeder onwards.



# Increasing Efficiency

**The Food Chain Centre defines efficiency as making the most of limited resources.**

We piloted two main techniques to help farmers and processors improve efficiency: Farm Business Clubs and Masterclasses.

## Farm Business Clubs

Our work highlighted the considerable differences between farmers' production costs, some paying twice as much as those in similar circumstances. Farmers with lower costs in some areas often have higher costs in others.

Business clubs allow farmers to pool their expertise, underpinned by shared performance data, otherwise known as benchmarking.

- We monitored uptake in three surveys involving over 1,000 farmers. Between 2002 and 2006, the proportion of farmers benchmarking rose from 8% to 33% and involvement in business clubs from 2% to 10%.
- According to an international survey, England now has the best farm benchmarking services in the world, although not yet the best participation levels.
- Farmers reported substantial benefits: 52% say they improved their practices and 34% are enjoying better returns.

FCC championed this approach and worked with various organisations to increase the number of clubs available.

- FCC introduced a business club service for fresh produce, known as Hortbench. Similar schemes have been introduced in the other main sectors of farming led by the Levy Boards, and about 230 new farm clubs have been established as a result of the combined effort.

These schemes encourage farmers to compare financial as well as physical data, develop improvement plans and repeat the process regularly.

- Between 2004 and 2007 we ran 44 events, attended by 686 farmers, to promote benchmarking.

## Benefits of Benchmarking

### **Mary Quicke**

Dairy farmer  
and cheesemaker

Mary used benchmarking to reduce her milk production costs by an exceptional 7.5 pence per litre.

### **Trevor Atkinson**

Technical Director

Trevor helped Sentry farms to reduce fertiliser costs by 10% with no drop in yield, reduced repair costs worth £11/ha and cut labour and equipment costs by 12% while increasing yield.

### **Alec Raffe**

Dairy farmer

Alec improved his milk quality and received an extra 2ppl since he joined a business club in Cornwall. The group as a whole has seen feed costs fall by between 10-25%.

### **David Craig**

Arable farmer

David reduced chemical costs on his Shropshire farm by 16%.

## Masterclasses

The Japanese car industry, led by Toyota, has pioneered new ways of manufacturing, which are widely recognised as world-leading. The techniques were used and developed in the UK by the Society of Motor Manufacturers and Traders Industry Forum in an approach known as a Masterclass.

FCC approached SMMT to develop a Masterclass for farming and food, and SMMT worked directly with organisations' staff to encourage them to "learn by doing".

- We tested it mainly in food processing but also in some farm environments to improve planting and harvesting operations, for example.
- We ran 10 Masterclasses in fresh produce, and provided support to the Levy Boards and others who piloted Masterclasses in other sectors.
- Six companies reported average savings of £111.2k resulting in a grand total of £626k savings.



# Increasing Efficiency

## **Masterclass Example:** Greenvale AP

Greenvale AP, one of the UK's leading suppliers of fresh potatoes, conducted a pilot Masterclass in 2006. The aim was to improve their potato grading at the Floods Ferry packing plant in Cambridgeshire.

The team learnt new ways to measure performance and found that the grading machine operated at only 42% of its full capability.

Using the data, the team was able to show that electrical and mechanical breakdowns and changeovers were the main reasons for the poor performance.

The team identified a number of "clutter" issues plus some maintenance problems and wrote up new procedures for the operators. Speed of throughput increased by 25% and labour costs were reduced by 50%, saving the business around £175,000 annually.

According to Trevor Dear, Commercial Director at Greenvale AP: "This work started a cultural change within the business. We are now rolling out the approach to other sites, and I am pleased to say that our efforts have been recognised by our customers."

## **Hortbench Example:** Peter Hall

Peter Hall grows and packs several varieties of apple in Kent, and was trying to use less fertiliser and pesticides, as well as apply them more effectively.

In isolation, he was unsure how well he was performing compared with others in the industry. So Peter now leads a group of growers known as Checkers 83 participating in Hortbench. This has been designed to help growers compare costs and share best practice.

"I grow a number of varieties on my farm and have never been able to get a clear view of the relative profitability of each," explained Peter. "Benchmarking helped greatly in this respect and not only gave me a fresh view on how to manage different crops but also which varieties I might choose when I come to replace orchards."

## **Hortbench Example:** Bob Young

Bob Young grows 70 acres of onions on his 400-acre holding at Hockwold near Thetford in Norfolk.

Bob has been a long term participant in Hortbench and he said: "I was surprised by the variation in benchmarking figures between growers and by the variation within my own figures from year to year. This has helped me greatly in identifying those cost areas to target."

# Key Findings



**The Food Chain Centre team has learnt a great deal from its unique experience. Its Director, Jon Woolven, has picked out the following key points and hopes they will be widely embraced by the industry.**

- Techniques that originate from other industries can work equally well for food. Those of us in the food sector will benefit from an open-minded outlook.
- Big opportunities remain to find savings in even the best run food chains although it often takes novel approaches to find and capitalise on them.
- Collaboration pays off and not just for the biggest players in the chain. The benefits from our programme were shared throughout including multi-million pound rewards for farmers.
- Product flow through the chain can be complicated but information flow even more so. Some of the best opportunities for improvement lie in streamlining and sharing information.
- Information on consumers is very valuable for entrepreneurial farmers, helping them pick the best opportunities. But there remains a big challenge to get the right information at the right time to those who need it most.
- It is rare to find an understanding of consumer needs shared through a product chain but when achieved, it helps greatly to promote trust and innovation.
- Farm benchmarking delivers big commercial benefits but does require attention to detail. Huge advances have been made in recent years but we must keep up the momentum.
- Based on what we found, the quickest and biggest step that any farming or food business could take to accelerate improvement is to review the performance measures they use. Sharing measures throughout a chain is a way to break through and promote substantial improvement in the long term.
- No other country is more advanced than us in the areas pioneered by the Food Chain Centre. We have an opportunity to lead the world but we need to capitalise on our advantage.

# Looking to the Future



**We have completed our mission, fulfilling the objectives set by the Policy Commission. We are delighted with the immediate benefits enjoyed by participants although this is just a foundation. The full value of the work will only unfold over time.**

The farming landscape of the future will be very different to that when the Food Chain Centre was formed. World demand for most farm products is growing sharply; prices are shifting rapidly; climate change is a big new factor, and greenhouse gas emissions are under the microscope.

In this changing scenario, FCC's work will be even more relevant. Eliminating cost and improving environmental impact can be two sides of the same coin. Input costs are rising, and so farmers and other food businesses will need to keep reducing waste and improving efficiency.

The Food Chain Centre has demonstrated various ways in which this can be done and all the materials, including over 100 examples will remain available through the IGD website.

The work will also live on through a variety of other means:

- Many companies that participated in our pilot projects have used this as a spur to establish longer term improvement programmes and partnerships. We hope their success will inspire others.
- IGD will keep updating the Market Info website, with fresh insights on consumers specifically for a farming audience.
- The dunnhumby Academy at Kent Business School will maintain its service of market analysis tailored to a farm business's needs.
- The fresh produce business clubs (Hortbench), set up by the Food Chain Centre will continue to operate under their own steam.
- The new levy body structure will have a business support role.
- The Food Process Innovation Unit at Cardiff Business School having worked on most of FCC's whole chain projects is available for further work on a private basis.
- A new initiative between Cardiff and Cranfield Universities will apply their learnings from commercial food chains to humanitarian food relief.
- The team of engineers at SMMT that have delivered substantial 'factory floor' improvements through Masterclasses will also remain available for hire by companies.
- A selection of farm consultancies will offer services pioneered by FCC at a commercial rate.
- EFFF (English Farming and Food Partnerships) will apply various techniques particularly with their Farmer Controlled Business clients.
- A new Business Improvement (teaching) Unit developed by the Food Chain Centre in partnership with Edexcel will be taught by various Agricultural Colleges. Other colleges will selectively use FCC's materials.

We believe that thinking has been shifted permanently in many different ways as a result of the success of FCC's pilots. The benefits from teamwork in the chain and from business improvement techniques are now much more apparent. The scale of the opportunity is also much clearer.

IGD is committed for the long term to teamwork, information flow and best practice in the food chain. It will continue to support partners who wish to learn from and build upon the work of the Food Chain Centre.

*"The tools and techniques developed by the FCC will be invaluable in improving the future competitiveness of the food industry. It is intended to build these tools into the knowledge transfer programmes of our Sector Companies."*

**Kevin Roberts, Acting Chief Executive, Agriculture and Horticulture Development Board**

*"The dunnhumby Academy of Consumer Research is extremely grateful to the Food Chain Centre for helping to get us off the ground. We are committed to taking the work of the Academy forward in the coming years, in partnership with our existing group of stakeholders and sponsors and others we expect to come on board over time."*

**Dr Andrew Fearne, Director, dunnhumby Academy of Consumer Research**

*"A particular feature of the Food Chain Centre's work has been the strong recommendation that all businesses in the food supply chain could improve performance and add value by working more collaboratively. The Value Chain Analysis case studies show what can be achieved. Collaboration is at the heart of EFP's mission and we pledge to continue to work with businesses so that the FCC's good work lives on."*

**Siôn Roberts, Chief Executive, EFP**

*"As farmers become increasingly market focused, so does the need for even greater business efficiency. The NFU will embed the principles developed, tried and tested by the Food Chain Centre into its work in helping members prosper in a highly competitive environment'. The NFU is committed to developing 'Integrated Supply Chains' based on the business principles developed by the Food Chain Centre."*

**Richard Macdonald, Director General, NFU**

*"The English Land-based Institute of Training and Education (ELITE Consortium Ltd) represents the interest of five specialist land-based colleges. We were pleased to work with the Food Chain Centre in the development and refining of qualifications and curriculum. This has helped us to identify how manufacturing processes can be applied to agri-food and is driving some of our own thoughts as part of initiatives such as Fresh Start Academies. Our links with FCC have opened doors to a wider group of organisations and stakeholders. We are looking forward to taking this further as part of up-skilling the land-based industries."*

**Alastair Taylor, Executive Director, Elite Consortium**

# Acknowledgements

The Food Chain Centre thanks the following for the financial support that has made the programme possible:

- Defra
- Farmers' Fund
- DBERR (formerly DTI)
- East of England Development Agency

At various times in its history, the following people have been staff members of FCC:

- Julie Boone
- Andrew Fearn
- Barney Kay
- Paul Mayfield
- Stuart Thomson
- Alec Turnbull
- Stuart Ward
- Karen West
- Peter Whitehead
- Jon Woolven

We are extremely grateful for the services provided by the following experts:

- Andersons
- The Clive Beddall Consultancy
- Food Process Innovation Unit at Cardiff Business School
- Writtle College
- Bidwells
- Cranfield University
- Kent Business School
- Prospect Management Services
- CACI Limited
- dunnhumby Limited
- Promar International Limited
- Rural Enterprise Consultancy Limited

We have enjoyed working closely with the following, amongst many others too numerous to list in full:

- British Potato Council
- Edexcel
- Farming and Countryside Education
- Milk Development Council
- Cereals Industry Forum
- Elite Consortium of Colleges
- Fresh Produce Consortium
- National Farmers Union
- Dairy UK
- English Farming and Food Partnerships
- Horticultural Development Council
- Red Meat Industry Forum

## **Finally, we thank all of the members of our Steering Group, past and present for their guidance and support.**

Peter Barr, CBE, FIGD, Meat & Livestock Commission  
Clive Beddall, OBE, FIGD, The Clive Beddall Consultancy  
David Birrell, Birds Eye  
Tim Bennett, Dairy Sector Board  
Chris Brown, ASDA Stores Ltd  
Helen Browning, OBE, Eastbrook Farm Organic Meats  
Tim Cooper-Jones, OBE, FIGD, Adams Pork Products Ltd  
Ian Crawford, 3663 First For Foodservice  
Mike Goulthorp, The Co-operative Group  
Brian Harding, Defra  
Dame Deirdre Hutton, CBE, Food Standards Agency  
Paul Kelly, ASDA Stores Ltd (formerly of Compass UK)  
Rob Knight, DFoB  
David Langmead, Langmead Farms Ltd  
Andrew Lebrecht, CB, Defra  
Richard MacDonald, CBE, NFU  
Meurig Raymond, MBE, NFU  
Arthur Reeves, Dairy Crest Group plc  
David Richardson, OBE, FRAGS, David Richardson Professional Services Ltd  
Chris Ritson, University of Newcastle  
John Robbs, Defra  
Colin Smith, Somerfield (formerly of Tesco)  
Freida Stack, Consumer Expert  
Christine Tacon, CBE, The Co-operative Farms  
Robin Tapper, NFU  
Mark Tinsley, PC Tinsley Ltd

## Further Information

Linked with this report is a series of summaries of our work and conclusions in the following areas:

- Market information
- Farm benchmarking
- Dairy
- Fresh produce
- Red meat

These can be found and downloaded for free from the Food Chain Centre's website at

[www.foodchaincentre.com](http://www.foodchaincentre.com)



# Food Chain Centre

*Best practice for your business*

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