



Rabobank

# Challenges

- Cooperatives: serving members' interest
- Members: sharing risk and profits
- Tendency: more customer-oriented (globalisation)
- Results:
  - producers restricted in choices quantity and quality of delivery;
  - more centralised decision-making to respond to emerging market challenges
- \* Risk: waning member commitment

# Towards entrepreneurial cooperatives



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- Members: strategic decisions & election of the Board
- Board: control over management, providing operational guidelines
- Management: daily decisions
  
- Other relevant elements: closed membership, marketing agreements and capitalisation
  
- Critical: age, role of 3rd parties, legal environment, competitiveness