



Dairy Farm Ownership Strategy Assessment

1. Contact Information:

Name of Farm: _____

Name of Person Completing: _____

Phone: _____

Email: _____

Position (owner, partner, manager, etc.): _____

Transition Team Facilitator:

Name of Facilitator: _____

Phone: _____ **Email:** _____

Information about the Farm:

A stakeholder is anyone who has a clear interest in the future success of your farm operation. Included are owners, employees, family members not directly involved with the farm, possibly others.

2. How long has this farm family been in business? _____

3. How many generations of this farm family have participated since its founding?

4. Number of employees? _____ Family _____ Non family

5. List names of family and non-family members who are current or potential stakeholders or partners in this dairy business:

<u>Name</u>	<u>Age</u>	<u>Name</u>	<u>Age</u>

6. What other agricultural or non-agricultural businesses besides dairy exist on the farm?____

7. How many cows do you milk? _____

OWNERSHIP PLANNING SURVEY

This is the first step in working through the transition process. This survey examines your fellow partners or family members' points of view on a number of factors related to the long-term success of a family business. All of the information will be kept strictly confidential and made available to your family only. There are no "right" or "wrong" answers, so please be as honest as possible when answering. The more accurately you describe your situation, the better plan we can help you develop. Using the data collected, the Center for Dairy Excellence will produce a feedback report for your family identifying key issues to discuss at upcoming Transition Team meetings. Your team facilitator will review the results and discuss them with you.

Please answer the questions below to provide your opinion on the following: **YES** **NO**

- 8. We hold stakeholder meetings for ag business related issues on a regular basis.
- 9. We have defined our family member involvement guidelines in a written document.
- 10. We have an active Board of Directors or management/profit team.
- 11. We have a formal strategic plan for our business.

I. VIEWS ON PROFESSIONALIZATION AND PARTNER/STAKEHOLDER MENTALITY					
	Please indicate the extent to which you agree or disagree with the following statements.	Strongly Disagree	Neutral		Strongly Agree
12	Our stakeholders are characterized by people who think most about what is best for the group as a whole rather than what is best for them.	1	2	3	4 5
13	Our stakeholders are committed to building equity for long-term wealth creation; which is needed for future dairy business transition.	1	2	3	4 5
14	We have a clearly defined leadership and ownership transition (succession) plan.	1	2	3	4 5
15	Communication among our stakeholders or partners is open and honest.	1	2	3	4 5
16	We are capable and comfortable providing honest feedback to each other about job performance.	1	2	3	4 5
17	We see value in holding regular business meetings for our dairy.	1	2	3	4 5
18	We do a good job discussing important financial and strategy issues.	1	2	3	4 5
19	We seek out and receive the appropriate amount of information regarding the performance of our dairy business(es).	1	2	3	4 5
20	We have clear rules for how family members can become eligible for employment in our dairy business.	1	2	3	4 5

21	In-laws of our dairy business stakeholders should not be allowed to work in the business.	1	2	3	4	5
22	I believe our dairy business will need to grow or diversify to accommodate additional family members as future employees.	1	2	3	4	5
23	I believe that employment in our dairy business is an opportunity for family members only if they are qualified for the job.	1	2	3	4	5
24	Our dairy business should create job openings for family members who need work.	1	2	3	4	5
25	Family members should be evaluated, paid, and promoted in the same way as any other employee.	1	2	3	4	5
26	Family members should get special consideration when determining their pay and promotions.	1	2	3	4	5
27	We have a management team with trusted advisors who actively contribute to the strategic capabilities and competitiveness of our dairy business.	1	2	3	4	5
28	I believe all family members should have a right to sit on our management team.	1	2	3	4	5
29	Our management team is highly competent and professional.	1	2	3	4	5
30	We (all involved) have a clear vision for how we will create wealth together and position our dairy business for maximum profitability.	1	2	3	4	5
31	Our family ownership group (stakeholders) have clearly defined business ethics and values which mirror our family's values.	1	2	3	4	5
32	Our family's core values are reflected in the operations of our dairy business.	1	2	3	4	5
33	We think like strategic investors.	1	2	3	4	5
34	We are committed to the growth of our dairy business.	1	2	3	4	5
35	I believe that our dairy business has significant growth opportunities.	1	2	3	4	5
36	I believe that family members who are stakeholders should be able to sell their share in the business if they no longer wish to be part of the family business.	1	2	3	4	5
37	We have defined clear financial benchmarks, such as an acceptable return on investment, debt ratios' etc. by which to evaluate the performance of our dairy business.	1	2	3	4	5
38	Compensation of our working family members is based on objective measures based on external input coming from our trusted advisors.	1	2	3	4	5
39	We generally make decisions that are in the long-run best interests of our dairy business.	1	2	3	4	5
40	We have clear estate and wealth plans that are reviewed regularly.	1	2	3	4	5

41	We encourage a culture in which there is an open exchange of ideas and a desire to see people express their opinions.	1	2	3	4	5
42	We have clearly defined the role of owners – and how that role is different than the role of management.	1	2	3	4	5
43	I am satisfied with the overall performance of our dairy business.	1	2	3	4	5
44	We encourage thinking and acting entrepreneurially.	1	2	3	4	5
45	We have a clear vision for how ownership will transition to the next generation.	1	2	3	4	5
46	We are open to taking financial risk to start a new business(es) which complements our current dairy operation or broader transition plan.	1	2	3	4	5
47	We have a defined process by which we evaluate new business opportunities.	1	2	3	4	5
48	I would like to see our dairy business(es) continue into the next generation.	1	2	3	4	5

Complete survey and return it to the Center for Dairy Excellence, c/o Transition Team Survey, 2301 North Cameron Street, Harrisburg, PA 17110, by fax to 717-705-2342 or by email to manderson@centerfordairyexcellence.org. The "Ownership Planning Survey" is a document created by the Telos Group and adapted for dairy farms by the Center for Dairy Excellence. © September 2014