

OMIaRD: QLK5-2000-01124

## **WP 2.1**

### **Regional Survey Guidelines:**

#### **2. Questionnaire for assessing the success factors of OMIs**

##### **Part A: Analysis of the OMI**

*Le Mans, 15th October 2001*

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**Comments, remarks, proposals**

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<b>Country name:</b>
<b>Partner:</b>
<b>Region name:</b>
<b>OMI name:</b>
<b>Address:</b>
<b>Phone:</b>
<b>Fax:</b>
<b>E-mail:</b>
<b>Web site:</b>
<b>OMI survey serial number (see WP 1.3.)</b>

**Identification number:**

<b>Partner Px nr:</b>	<b>Region number</b>		<b>OMI number in the region</b>	
<b>4</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>2</b>

## 1. Overall data

1	Juridical status / Legal form of the OMI (share holders, cooperative, etc.)
2	<b>Localisation: plants (installations), commercial services, other regions</b> (if the OMI is multi regional)

**Table 1: Overall data**

		1. Year 1999	2. Year 2000	3. Year 2001 (estimated)	4. Annual growth rate (average 1999 - 2001)
3	Total Turnover (in Euros)				
4	Of which Organic (in Euros)				
5	Of which Organic (4/3 : in %)				
6	Of which sold in the region (In Euros)				
7	Of which sold in the region (6/3: in %)				
8	Total number of employees (number in full time employment)				
9	Of which in senior management (number)				
10a	Number of producers involved				
10b	Number of processors involved				
10c	Number of service firms involved				
10d	Number of customers involved				
11	Who are founders-members ?				

### Help

Some of this information has been already gathered in WP 1.3.

Regional sales: make a rough evaluation

Question 11: state whether the producers are members of the OMI or just suppliers

### Your comments

## 2. Start-up and History

**Table 2: Start-up and history**

13	Who initiated the OMI? (Farmers, Processors, Consumers, Government, Others)	
14	When was the OMI founded?	Year .....
14b	When did you start to produce and sell organic products?	Year
15.	What was the initial motivation?	
16	What is the occupational background of the initiator?	
17	What is the occupational background of the first manager?	
18	What role did other private or state institutions play?	
19.	What was the financial source at the outset?	
20	What were the most important milestones in the history of the OMI?	
21	What preparatory work was done?	
22	Who did it? Outside consultants? The initiators themselves?	
23	When was the preparatory work done?	Year
<p><b>Help</b>          Question 15: The idea is internal / external to the region, from producers / processors / marketing people, institutions / other firms involved?          Motivations: low farm incomes, low employment in the region, institutional initiative from outside, threats from substitutes, environmental problems ....          Question 21: Preparatory work may consist of marketing analysis, supply analysis, competitors analysis, financial analysis          Question 23: Before starting, after official start, date?</p>		
<p><b>Your comments</b>          Q. 13: Gathered from the OMI survey WP 1.3.          Q. 18: advice, financial support, other?</p>		

### 3. Objectives setting

**Table 3: The objective setting process -**

24	<p><b>The objectives of the OMI: list them here and put them in the following table 4</b></p> <p>What kind of objectives?</p> <p>⚡⚡ <b>Economic?</b> (e.g. growth, market share, profitability, added value (processing in the region), specialisation in OF, links with local economy, employment in the region, growth of the number of producers, producers' income?) <b>put the answers in the table 4, section A)</b></p> <p>⚡⚡ <b>Social?</b> (e.g. contribution to social change (mobility), contribution to social integration (networking), contribution to social equality and justice, contribution to regional identity and/or plurality and respect of the other, enhancement of producer's status and prestige, independence, direct contact with consumers, contribution to other aspects of producer's quality of life (health, social life, know-how) <b>put the answers in the table 4, section B)</b></p> <p>⚡⚡ <b>Environmental?</b> (e.g. natural resources (esp. soil fertility), bio-diversity, recycling of energy and material, landscapes, animal welfare). <b>Put the answers in the table 4, section C)</b></p>	
25	Are the objectives defined by the OMI itself or in relation to other institutions?	
26	Have you changed your objectives during your history? Why?	
27	Did conflicts occur while setting objectives? What kind?	

Table 4: Management of objective setting and the effectiveness

From question 24	Col 1: Management of objective setting					Col 2: Effectiveness
	Mentioned	Written down	Dated	Measured	Score for management	Is the objective fulfilled?
<b>A. Economic objectives</b>						1 2 3 4 5
1.	Yes/No	Yes/No	Yes/No	Yes/No		1 2 3 4 5
2.	Yes/No	Yes/No	Yes/No	Yes/No		1 2 3 4 5
3.	Yes/No	Yes/No	Yes/No	Yes/No		1 2 3 4 5
4.	Yes/No	Yes/No	Yes/No	Yes/No		1 2 3 4 5
						1 2 3 4 5
<b>Scoring for economic objectives</b>	One yes at least = yes	One yes at least = Yes	One yes at least = yes	One yesses at least = yes	3 or 4 yesses: score 2 1 or 2 yesses: score 1	1 2 3 4 5
<b>B. Social objectives</b>						1 2 3 4 5
1.	Yes/No		Yes/No	Yes/No		1 2 3 4 5
2.	Yes/No		Yes/No	Yes/No		1 2 3 4 5
3.	Yes/No		Yes/No	Yes/No		1 2 3 4 5
4.	Yes/No		Yes/No	Yes/No		1 2 3 4 5
						1 2 3 4 5
<b>Scoring for social objectives</b>	One yes at least = yes		One yes at least = yes	One yes at least = yes	3 or 4 yesses: score 2 1 or 2 yesses: score 1	1 2 3 4 5
<b>C. Environmental objectives</b>						1 2 3 4 5
1.	Yes/No		Yes/No	Yes/No		1 2 3 4 5
2.	Yes/No		Yes/No	Yes/No		1 2 3 4 5
3.	Yes/No		Yes/No	Yes/No		1 2 3 4 5
4.	Yes/No		Yes/No	Yes/No		1 2 3 4 5
	Yes/No		Yes/No	Yes/No		1 2 3 4 5
<b>Scoring for environmental objectives</b>	One yes at least = yes		One yes at least = yes	One yes at least = yes	3 or 4 yesses: score 2 1 or 2 yesses: score 1	1 2 3 4 5
<b>Help</b>						
For objective setting, the aim is to find out whether <i>the OMI is in control of</i> the process						
When making the summarized effectiveness scoring (A, B, C, and question 28): <i>make your own assessment</i> (do not sum)						
<b>Your comments</b>						

<b>28</b>	<b>Overall assessment of objective setting</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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## 4. Marketing

### 4.1. Activities, products and services: identification of the key areas

29	<p>List here the activities, products and services sold by the OMI (then put them in the following table 5)</p> <p>1. 2. 3. 4....</p>
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*Example Table 5: Identification of the activities, products and services*

	Activities, products, services (listed in question 29)	1. Shares of Turnover (vertical % )	2. Volumes (indicate units)	3. Most profitable	4. Least profitable	5. Main competitors	6. Arena of competition	7. To be kept in the following analysis Tables 6, 7, 8
A	<i>1. Cereals</i>	<i>30 %</i>	<i>800 tons</i>					No
B	<i>2. Fruit</i>	<i>20 %</i>	<i>500 tons</i>	<i>* (30 % of total profit)</i>		<i>Organic wholesalers import</i>	<i>Quality</i>	Yes
C	<i>3. Milk</i>	<i>25 %</i>	<i>450 000 litres</i>	<i>* (32 % of total profit)(</i>		<i>Conventional products</i>	<i>Prices</i>	Yes
D	<i>4. Beef</i>	<i>10 %</i>	<i>250 tons</i>					No
E	<i>5. Potatoes prepared for canteens</i>	<i>5 %</i>	<i>50 tons</i>		<i>* (-2 % of total profit)</i>	<i>Regional services</i>	<i>Logistic service</i>	Yes
F	<i>6. Direct sales to tourists</i>	<i>10 %</i>	<i>---</i>		<i>* (5 % of total profit)</i>	<i>Conventional regional products</i>	<i>Quality</i>	Yes

**Help:** This table seeks to identify 4 or 5 products which will be analysed in the following tables 6, 7 and 8, marked "yes" in the column 7.

See examples *in italics*

3 and 4: Profitability: share of the *net operating profit* earned by the product out of the *total net operating profit*

5: Competitors may be: outside or inside the region / conventional or organic / different types of firm

6: Arena of competition. The key factors may be: quality (both technical quality as sanitary level and quality perceived by consumers), prices (too low or too high),

B. Sylvander and Aude Le Floch, 15 October 2001

strong substitutes from the competitors, commercial service, logistic service, ...)
<b>Your comments</b>

**Table 5: Identification of the activities, products and services (examples)**

	Activities, products, services (listed in question 29)	1. Shares of Turnover (vertical % )	2. Volumes (indicate units)	3. Most profitable	4. Least profitable	5. Main competitors	6. Arena of competition	To be kept in the following analysis Tables 6, 7, 8
<i>A</i>								
<i>B</i>								
<i>C</i>								
<i>D</i>								
<i>E</i>								
<i>F</i>								

**Help**  
 Competitors may be: outside or inside the region / conventional or organic / different types of firm  
 Arena of competition. The key factors may be: quality (both technical quality as sanitary level and quality perceived by consumers), prices (too low or too high), strong substitutes from the competitors, commercial service, logistic service, ...)

<b>Your comments</b>
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4.2. Evaluation of the product / market conditions

**Table 6: External market conditions**

		<b>External factors</b>					
	Activities, products, services (listed in Question 29 and then selected in table 5)	1. Attractivity of the market in general (organic and conventional)	2. Attractivity of the OF market: High or low? Growth rate	3. Access to the market: easy or difficult?	4. Size of the market: large or limited?	5. Is the market balanced?	6. Final evaluation of the market
A		1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
B		1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
C		1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
D		1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
<b>Help</b>							
Questions 1 to 5 concern the sectors for the products A, B, C, D. Those variables are external ones.							
Rate the answers with the informant. Score 1 is the least favourable for the OMI ; Score 5 is the most favourable							
Question 30: make your own evaluation, from the overall results for A, B, C, D. The average may help you, but not exclusively.							
<b>Your Comments</b>							

<b>30</b>	<b>Overall evaluation of markets conditions</b>	<b>1 2 3 4 5</b>
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4.3. Evaluation of the product policy

<b>31</b>	<b>Describe the product policy briefly here</b>
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**Table 7: Evaluation of the internal success factors**

<b>Internal success factors linked to the products, services and activities</b>										
	Activities, products, services (listed in question 29 and then selected in table 5)	1. Share of turnover Vertical % On TO	2. Share of profit Vertical % On TO	3. Assessment of price 1 2 3 4 5	4. Assessment of intrinsic (sanitary, etc.) quality 1 2 3 4 5	5. Does the product comply readily with OF standards? 1 2 3 4 5	6. Assessment of Perceived Quality by customers 1 2 3 4 5	7. Assessment of the innovation rate 1 2 3 4 5	8. Assessment of branding and communication 1 2 3 4 5	9. Final assessment of the product 1 2 3 4 5
<i>A</i>				1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
<i>B</i>				1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
<i>C</i>				1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
<i>D</i>				1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
<b>Help</b>										
Same rating system as for the previous questions										
Question 32: make your own evaluation, from the overall results for A, B, C, D. The average may help you, but not exclusively.										
<b>Your Comments</b>										

<b>32</b>	<b>Overall evaluation of the product policy</b>	<b>1 2 3 4 5</b>
<b>33</b>	<b>Is the product policy consistent with the OMI objectives and overall strategy?</b>	<b>1 2 3 4 5</b>

<b>34</b>	<b>Describe the marketing policy briefly here</b>
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**Table 8: Evaluation of the marketing management**

	Activities, products, services (listed in question 29 and then selected in table 5)	1. Who are the clients? <sup>2</sup>	2. Does the product meet the client's expectations?	3. Is the OMI the price maker?	4. Can the OMI avoid being subcontracted <b>without its own brand</b> for most of the clients?	5. Are there long term contracts with the main clients ?	6. Is the product well branded? (well known and good reputation)	7. Is the distribution channel and marketing policy consistent with the product and enhancing it?	8. Final assessment of the marketing policy for this product
<i>A</i>			1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	
<i>B</i>			1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	
<i>C</i>			1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	
<i>D</i>			1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	

**Help** Same rating system as for previous questions

Clients: Inside the region only / Inside and outside the region / Niche or mass / Wholesalers, Supermarkets, open markets, shops, direct sales, canteens, ...

Question 36: Is the collective communication considered as positive and useful for the OMI?

Question 37: Make your own assessment, from the overall results for A, B, C, D. The average may help you, but not exclusively.

**Your comments**

35	Is the OMI part of a collective / regional brand	Yes / No
36	What benefits are there for the OMI ?	

<b>37</b>	<b>Overall evaluation of the marketing policy</b>	<b>1 2 3 4 5</b>
<b>38</b>	<b>Is the marketing policy consistent with the OMI objective and overall strategy ?</b>	<b>1 2 3 4 5</b>

## 5. Supply of raw material

39	<p><b>Describe here the supply policy and organisation</b></p> <p>What logistics?          Subcontracting or own activity?</p>
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40	<p><b>List the purchased products of the OMI (put the most important ones in the following table 9)</b></p> <p>1.          2.          3.          4.</p>
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**Example Table 9: Identification of the raw materials to be studied**

Activities, products, services (listed in question 37)	Most efficient	Least efficient	Main competitors	Arena of competition	To be kept in the following analysis Tables 10, 11
1. <i>Cereals</i>	*		No competitor		Yes
2. <i>Fruit</i>					No
3. <i>Milk</i>	*		Conventional dairies	Prices	Yes
4. <i>Beef</i>		*	Conventional butchers	Quality	Yes
5. <i>Potatoes</i>		*	Open markets	Prices	Yes
<p><b>Help</b> Same rating system as for previous questions            Identify the raw materials and then put them in the following tables 10, 11 for assessment</p>					
<p><b>Your comments</b></p>					

B. Sylvander and Aude Le Floch, 15 October 2001

**Table 9 : Identification of the raw materials to be studied**

Activities, products, services (listed in question 40)	1. Most efficient	2. Least efficient	3. Main competitors	4. Arena of competition	To be kept in the following analysis Tables 10, 11
<p><b>Help</b>            Same rating system as for previous questions            1 and 2: Select only the most and least efficient for further analysis (tables 10 and 11).            Efficiency: purchase prices are <b>not too high</b>, compared with competitors (even if the suppliers are members) and the collecting costs are not too high either.            Identify the raw materials and then put them in the following tables 10, 11 for assessment</p>					
<p><b>Your comments</b></p>					

5.1. Evaluation of market conditions for raw materials

**Table 10: External market conditions**

	Activities, products, services (listed in question 40 and then selected in table 9)	1. Producer density: Are there many OF producers in the region?	2. Is production increasing rapidly?	3. Is the supply sufficient? Is it difficult to get enough products?	4. Is it possible to buy raw materials outside the region?	5. Final assessment External market conditions
A		1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
B		1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
C		1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
D		1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
E		1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
<p><b>Help</b>            Same rating system as for previous questions            Col 1: try to gather one of the following indicators and to compare it with other regions: number of producers, number of producers per square kilometre, number of kilometres for collecting x units of the product or collecting cost.            Question 41: make your own evaluation, from the overall results for A, B, C, D, E . The average may help you, but not exclusively.</p>						
<p><b>Your comments</b></p>						

41	Overall evaluation of market conditions	1 2 3 4 5
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5.2. Supply policy

**Table 11: Evaluation of the supply policy for each product**

	Activities, products, services (listed in question 40 and then selected in table 9)	1. Does OMI purchase products from non members?	2. Percentage of producers' output sold to other firms?	3. Is the OMI the price maker?	4. Are there contracts with producers?	5. Is the raw material of good quality?	6. Is the price set according to quality?	7. Final assessment Internal factors
A		1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
B		1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
C		1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
D		1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
<b>Help</b>								
Same rating system as for previous questions								
Q. 2: Are producers loyal to the OMI?								
Q. 3 and 4: assess the negotiating power of the OMI with its clients								
Q. 6: Good with regard to the marketing goals								
Question 42: make your own evaluation, from the overall results for A, B, C, D. The average may help you, but not exclusively.								
<b>Your comments</b>								

42	<b>Overall evaluation of the supply policy</b>	1 2 3 4 5
43	<b>Is the supply policy consistent with the OMI objective and overall strategy?</b>	1 2 3 4 5

## 6. Processing and logistics

44	Describe the processing and logistics policy and organisation briefly here (collecting, processing, packaging, transport)
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**Table 12: Evaluation of the processing and logistics policy**

45	Are the processing and logistics devices efficient enough?	1 2 3 4 5
46	Are there processing and logistics problems due to the organic / non organic mix?	1 2 3 4 5
47	Is the processing and logistics mastered technically by the OMI?	1 2 3 4 5
48	Does the OMI subcontract out certain tasks? If yes Which tasks Why ?	1 2 3 4 5
49	Is the OMI able to innovate in processing in good conditions?	1 2 3 4 5
<p><b>Help</b>                  Same rating system as for previous questions                  Q. 48: assess whether subcontracting makes the OMI <b>too dependent</b> or not on its partners. Too dependent: 1, independent and profitable: 5.                  Question 50: make your own evaluation, from the overall results for 45 to 49 . The average may help you, but not exclusively.</p>		
<p><b>Your comments</b></p>		

50	Overall evaluation of the processing and logistics policy	1 2 3 4 5
51	Is the processing and logistics policy consistent with the OMI objective and overall strategy?	1 2 3 4 5



## 7. Financial situation

51	Gather <b>if possible</b> from the managers of the OMI the official documents: operating accounts and balance sheets for the years 1998, 1999, 2000 Enclose with the questionnaire. If not all this information is available, <b>try to get as much as possible</b> . Questions 52, 53 and 55 are the most important. Others are optional.
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**Table 13: Financial ratios**

	<i>In Euros</i>	<b>1. 1998</b>	<b>2. 1999</b>	<b>3. 2000</b>
52	Turnover			
53	Net operating profit			
54	Total assets			
55	Owned capital			
56	Return on Turnover (%)			
57	Return on total assets (%)			
58	Return on owned capital (%)			
59	Gearing (long and medium term debt ratio on total assets) %			
60	Depreciation allowance on total assets (%)			
61	Working capital on total assets (%)			
62	Cash position (or liquidity ratio on total assets) (%)			

**Table 14 : Evaluation of the financial policy**

63	Is the finance sector well managed (with regard to the previous table)?	1 2 3 4 5
64	Is the OMI able to find support from public or private institutions?	1 2 3 4 5
65	Is the OMI resistant to a withdrawal of support?	1 2 3 4 5
66	Is the OMI independent enough?	1 2 3 4 5
67	Are the members prepared to contribute to the assets?	1 2 3 4 5

	<b>Overall Efficiency Ratios</b>	
68	Average Price premium (comparison with substitutes)	1 2 3 4 5
69	Wage level Compared with competitors	1 2 3 4 5
70	Price paid to producers (compared with competitors)	1 2 3 4 5
71	Investment level (compared with competitors)	1 2 3 4 5

72	<b>Overall evaluation of the finance policy</b>	<b>1 2 3 4 5</b>
73	<b>Is the finance policy consistent with the OMI objective and overall strategy ?</b>	<b>1 2 3 4 5</b>

## 8. Organisation, management, networking, competences

### 8.1. Work organisation and human resources (decision, conflicts, cohesion)

74	<b>Describe how the OMI is organised (give a schema)</b>
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75	<b>Describe the decision process briefly here</b>
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76	How are the members / employees involved in the decision-making process
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**Table 15: Conflicts and cohesion**

77	Were there any conflicts in the past? Some Examples:	
78	What sources of conflict?	
79	Is there is a mix of organic / non organic products, is it a source of conflicts?	
80	Is the loyalty to the initial project a potential source of conflicts?	
81	Are there any forms of conflict management?	1 2 3 4 5
82	Does the OMI get outside advice?	1 2 3 4 5
83	Are the members committed in the management of the OMI?	1 2 3 4 5
84	Are the members willing to contribute to the assets?	1 2 3 4 5
85	Are the members willing to contribute to advertisement investments?	1 2 3 4 5
86	Over the last three years how many managers left the OMI (as % of the staff)	1 2 3 4 5
87	Over the last three years how many producers left (as % of the total)	1 2 3 4 5
88	Over the last three years, how many employees left the OMI ?	1 2 3 4 5
89	Over the last three years how many customers left the OMI ?	1 2 3 4 5

90	<b>Overall evaluation of people management</b>	<b>1 2 3 4 5</b>
91	<b>Is the human resources policy consistent with the OMI objective and overall strategy ?</b>	<b>1 2 3 4 5</b>

8.2. Networking, co-operation with other organisations/institutions

92	Which individuals and groups are involved in the OMI (producers, processors, consumers, institutions)?
93	Is the OMI involved in other networks? Which ones?
94	For doing what?
95	Describe the nature of the ties (weak / strong, closed / open, explicit / implicit?)
96	Is there co-operation with other agricultural groups? Other OMIs?

**Table 16 : Evaluation of networking**

97	Are those tasks planned and controlled?	1	2	3	4	5
98	Is co-operation useful and effective from the OMI point of view?	1	2	3	4	5
99	Is this networking consistent with the OMIs objectives and overall strategy?	1	2	3	4	5

8.3. Competencies and education level

100	<b>What are the core competencies of the OMI?</b>
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**Table 17 : Evaluation of Know-How**

101	Level of specific know-how available in marketing	1	2	3	4	5
102	Level of specific know-how available in processing	1	2	3	4	5
103	Level of specific know-how available in supply	1	2	3	4	5
104	Level of specific know-how available in finance	1	2	3	4	5
105	Level of specific know-how available in management of human resources	1	2	3	4	5
106	Level of specific know-how available in networking	1	2	3	4	5
107	Is there an evaluation of the employees?	1	2	3	4	5
108	Is there a policy of further training for the employees and the members?	1	2	3	4	5
109	Level of unemployment in the region	1	2	3	4	5

**Conclusions: to summarize the success factors**

<b>110</b>	<b>From your point of view (interviewer) , what are the main success / failure factors of this OMI? (at least three in priority order)</b>	
	<b>Strengths</b>	<b>Weaknesses</b>
	1.	1.
	2.	2.
	3.	3.
	4.	4.
	5.	5.
<b>111</b>	<b>From the OMI point of view (respondent), what are the success factors / strength and weaknesses?</b>	
	<b>Strengths</b>	<b>Weaknesses</b>
	1.	1.
	2.	2.
	3.	3.
	4.	4.
	5.	5.