

# Elements of Great Co-ops -USA and the world -

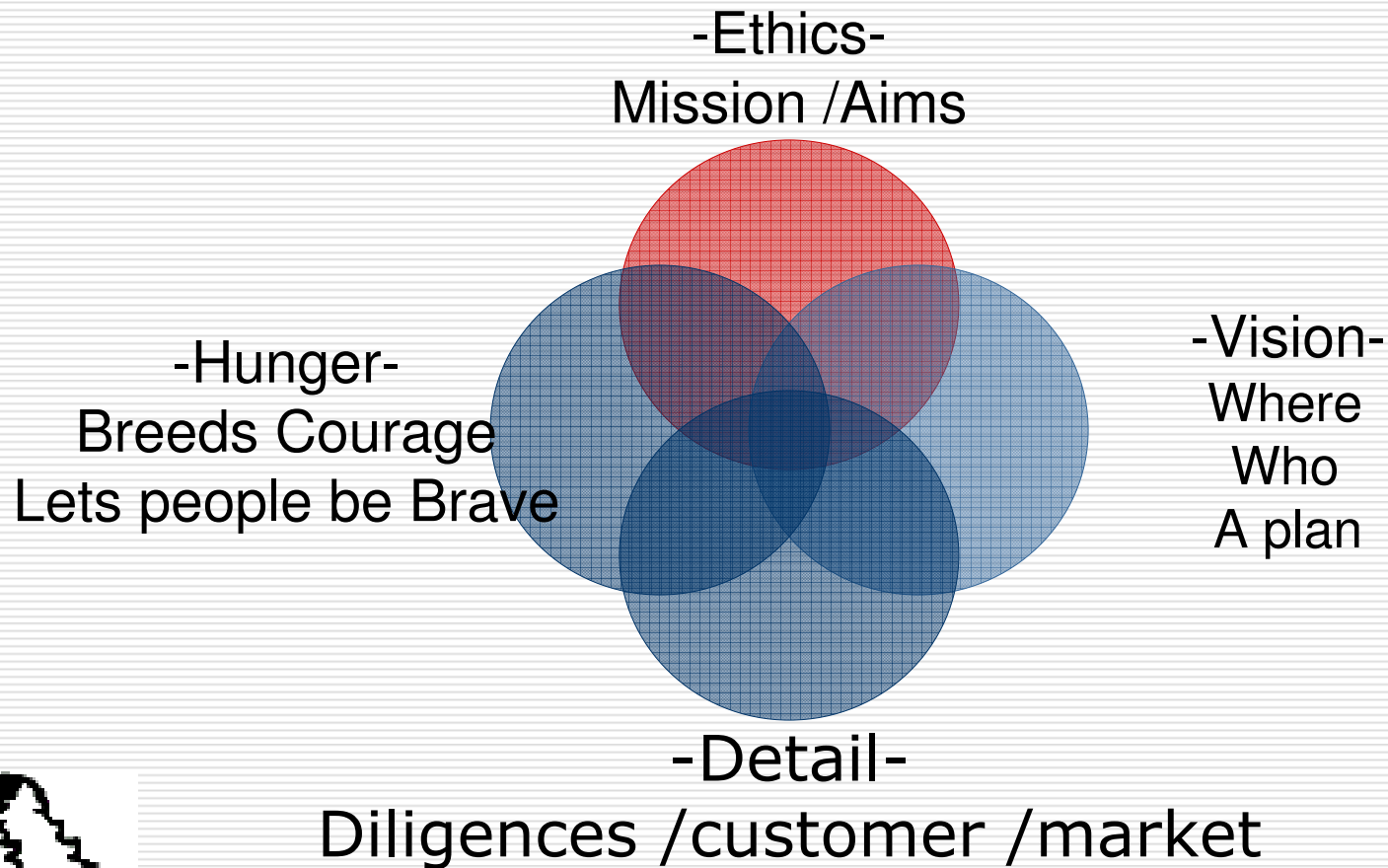
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ACCO  
Joint Co-op Annual Council Meeting  
Wed 29<sup>th</sup> Nov '06  
Mary Webb



# The elements are ...

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# USA

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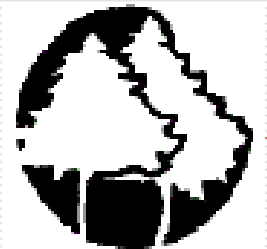
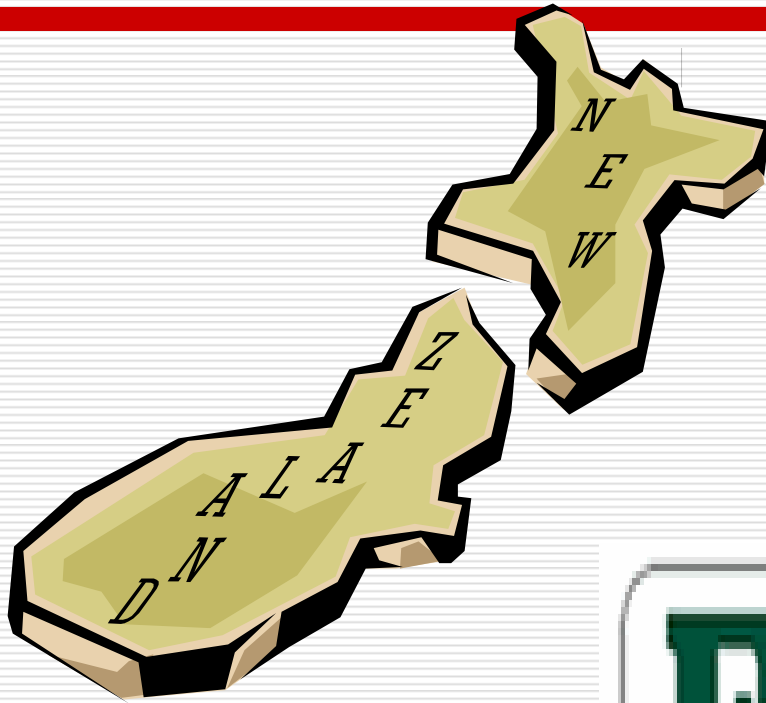


Tillamook®

*Farmer Owned Since 1909*

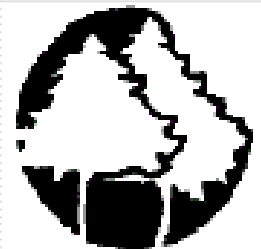


# New Zealand



# IRELAND

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# More details ..

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- ❑ Kerry-*"knowledge is the forerunner of strategy"*
- ❑ Went LLC in 1985
- ❑ Co-op ownership now 28%
- ❑ '06 growth +7%
- ❑ Sales of \$3 billion
- ❑ 19 countries
- ❑ 06 USA growth +11%  
Pacific Rim +9%
- ❑ Strategy X  
Capability X
- ❑ Capital
- ❑ =
- ❑ Sustained  
Profitable Growth

