Going Global: Practical Considerations & Risk Mitigation Options for U.S. Cooperatives

Jay Waldvogel
Dairy Farmers of America
Strategic
Opportunistic

Strategically
Opportunistically
“Globalization” challenges are not new
Practical Considerations

• Culture is Important
• Stereotypes can be Useful
• People are People
• Values Matter
Wacon Curve
Coop D and Coop K

• Mid-late 1980’s
• European Dairy Cooperative
• Strong Protein technology
• Large Efficient Integrated Plant
• Export Focused
• Leading Global Customers
• Concerned with EU Milk Quota
• Prepared to “Go Global”
• Committed to starting with U.S. Acquisitions
Who are we today?

Who do we want to be?
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Logic versus Emotion
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Logic vs Emotion: managing expectations
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Need versus Want
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Know your partners drivers
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Know when to exit and how you can exit
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Start knowing the desired end state....and the acceptable risk level...
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Know the desired impact to members
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Do not outsmart yourself
Practical Considerations
Practical Considerations

Do not assume
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We cannot predict the unpredictable
THANK YOU