

Planning of Marketing Business of Agricultural Cooperative (Marketing of Farm Produce)

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**Matsumoto Highland Agricultural
Cooperative (JA Matsumoto Highland)**

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1. Objectives of Marketing Business Plan

Objectives of Planning for Marketing Business

- To improve production and quality of farm produce in the JA operation area
- To make guideline for promotion of guidance for cultivation of farm produce
- To set targets for marketing of the next year
- To make a JA's plan of income and expenditure based on the plan for marketing
- To project income of producers
- To finally improve income of farmers (or member farmers)

Objectives of Planning for Marketing Business

- **To improve production and quality of farm produce in the JA operation area**
 - Guidance for reduction of cultivation following lowered retail prices of crops caused by excess cultivation
 - Guidance for expansion of cultivation of crops showing good demand in consumption trend
- **To set the directions of guidance to producers for their cultivation**
 - Subjects for improvement to be listed to decide the guidance contents of farm advisors
- **To set targets for marketing of next business year**
 - Targets of agricultural cooperative to be set with projections of shipment volume to be planned and of marketing turnover to be targets

Objectives of Planning for Marketing Business

- **To make a plan of income and expenditure based on the plan for marketing**
 - Profit plan of agricultural cooperative to be made based on marketing business plan
- * Commissions for consigned marketing of vegetable and fruit are collected at a rate (%) set in wholesale markets
- **To project income of producers**
 - Projection of income of producers to be made as data to be utilized for promotion of supply of production materials, etc.
- **To finally improve income of farmers (or member farmers)**
 - Improvement of income of farmers cultivating crops as the members of agricultural cooperative to be most important mission of the cooperative!!



2. How to make the Plan

Schedule for making the Plan

- Yearly cycle of shipment of vegetable at the head office and branch office of JA



Commodity	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Lettuce		←						→	
Celery		←		→			←		→
Sweet corn				←	→				
White leek				←					→
Cucumber	←			→		←		→	
Watermelon				←		→			

Vegetable

Schedule for making Marketing Business Plan

- **Nov.**: Analysis of the results of marketing of current year to decide the directions for promotion of marketing for next year
- **Dec.**: Exchange views with the member farmers to decide the plans for cultivation
- **Jan.**: Making Marketing Business Plan
- **Feb.**: Explanation of the Plan at a hamlet-based group meeting
- **Mar.**: Start of marketing for wholesale markets



Setting Standard Targets for Marketing

- The standard targets to be set for each commodity such as rice, vegetable, fruit, flower, mushroom, etc.) before making Marketing Business Plan
- What should be standard targets?
- To set targeted yield per 0.1ha
- To set targeted price per one box
- Targeted price to be calculated by using average unit prices determined in the markets, etc.

Targeted Yield

Targeted Price

平成28～30年度事業計画樹立

(営農部米穀課・野菜特産課・果菜課・販売促進課)

No.1

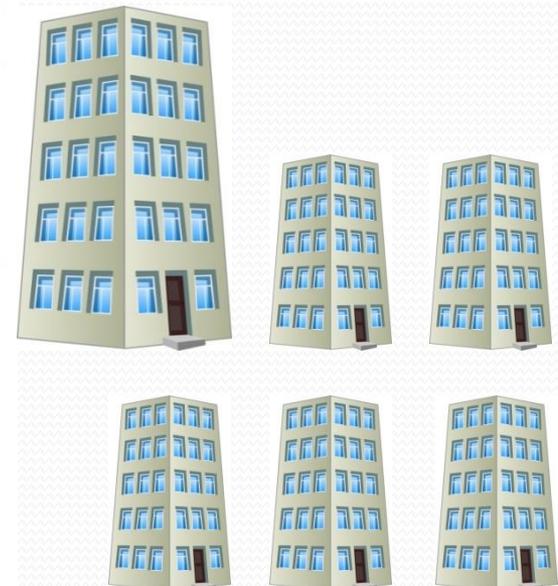
部門・品目	平成27年度樹立基準		平成28年度樹立基準		平成29年度樹立基準		平成30年度樹立基準		単 位	説 明
	反 収	単 価	反 収	単 価	反 収	単 価	反 収	単 価		
水 稻	10 俵	13,500	60kg	○水田フル活用（水稲・麦・大豆・そば）の実践を図る （2年3作の取り組み） ○水稲作付目標面積は27年度と同様とし100%作付を目標として樹立。 ○加工米及び飼料米の取り組みは支所の実態に合わせた計画とする。又過剰米は計画に含まない。 ○麦、大豆、そばは27年の作付、収穫、販売の数字として下さい。 尚実際の計画では調整を致します。						
政府備蓄米	10.8 俵	10,000	60kg							
飼料用米	10.8 俵	1,200	60kg							
加工用米	10.8 俵	7,100	60kg							
大 麦	9.0 俵	1,300	50kg							
小 麦	7.0 俵	1,530	60kg							
大 豆	4.5 俵	6,500	60kg							
そ ば	2.0 俵	10,000	45kg							
ハクサイ（春）	550	1,100	550	1,300	550	1,300	550	1,300	15kg	○各種事業を活用した面積拡大と安定生産に向けた取り組みを図る。 ○白ねぎの共選体制の確立とアスパラ苗の供給による出荷数量の拡大。 ○葉野菜類の作期拡大と安定生産誘導。 ○支所及び地域の特色を活かした品目選定による意欲的な作付け推進による計画策定する。また、集落営農組織への野菜作付け誘導を進める。 ○人販売品目のJA結集対策を強化し取扱計画に加算するようにする。 ○直売品目は前年、本年の実績を積み上げ計画に算入する（分類は直売品生産販売計画樹立分類について）を参照。 ○はくさいは生理障害対策と土づくり対策を講ずる中で春作の面積拡大を積極的に推進し秋作の長期出荷を含め面積確保と生産安定を目指す。 ○婦人層・定年退職者向け及び直売所生産者向け品目の誘導
ハクサイ（秋）	500	1,000	500	1,300	500	1,300	500	1,300	15kg	
ハクサイ（春）	前年基準なし	前年基準なし	800	1,000	800	1,000	800	1,000	10kg	
ハクサイ（秋）	前年基準なし	前年基準なし	750	1,000	750	1,000	750	1,000	10kg	
キャベツ	650	800	650	900	650	900	650	900	10kg	
グリーンボール	650	900	750	1,000	750	1,000	750	1,000	10kg	
レタス（春）	400	1,300	400	1,500	400	1,500	400	1,500	10kg	
レタス（夏、秋）	350	1,200	350	1,500	350	1,500	350	1,500	10kg	
セルリー（春）	500	2,500	500	2,500	500	2,500	500	2,500	10kg	
セルリー（秋）	500	2,000	500	2,200	500	2,200	500	2,200	10kg	
カリフラワー	400	1,600	400	1,700	400	1,700	400	1,700	6kg	
ブロッコリー	200	2,400	180	2,400	180	2,400	180	2,400	5.5kg	
パセリ	400	4,000	350	4,500	350	4,500	350	4,500	5kg	
アスパラガス	80	5,500	80	7,500	80	7,500	80	7,500	5kg	
ほうれんそう	220	2,500	200	2,300	200	2,300	200	2,300	5kg	
チンゲンサイ	800	700	800	700	800	700	800	700	3kg	
白ねぎ	800	1300	800	1,400	800	1,400	800	1,400	5kg	
小ねぎ	900	2,600	900	2,500	900	2,500	900	2,500	3kg	
青ねぎ	600	1,800	600	1,500	600	1,500	600	1,500	5kg	
サニー・リーフ	400	900	500	1,000	500	1,000	500	1,000	4kg	

The Plan to be prepared at a Branch Office level in the beginning

JA松本ハイランド施設一覧

施設名	住所	TEL
本所	松本市南松本1-2-16	0263-26-1400(代)
島内支所	松本市大字島内4573-1	0263-47-1130
中山支所	松本市大字中山4146-1	0263-58-3962
島立支所	松本市大字島立3297-1	0263-47-2624
新村支所	松本市大字新村2114	0263-47-0037
和田支所	松本市大字和田2240-9	0263-47-0030
神林支所	松本市大字神林1639-4	0263-58-2521
笹賀支所	松本市大字笹賀2901	0263-58-2006
芳川支所	松本市小屋南1-15-16	0263-58-2063
寿支所	松本市大字寿豊丘1077	0263-58-2003
女鳥羽支所	松本市大字岡田町449-1	0263-46-2330
里山辺支所	松本市大字里山辺2940-2	0263-32-3140
今井支所	松本市大字今井870	0263-59-2101
入山辺支所	松本市大字入山辺1453	0263-32-3381
波田支所	松本市波田10144-1	0263-92-3070
山形支所	東筑摩郡山形村2652	0263-98-3151
明科総合支所	安曇野市明科中川手3791-3	0263-62-2288
生坂支所	東筑摩郡生坂村6263	0263-69-3131
四賀支所	松本市会田1055-1	0263-64-3131
麻績支所	東筑摩郡麻績村麻3892-1	0263-67-3230
聖南支所	東筑摩郡筑北村西条3416-1	0263-66-2016
朝日支所	東筑摩郡朝日村大字小野沢250	0263-99-2300

JA Matsumoto Highland has 21 branch offices. All the branch offices prepare the plan for their operation area



Preparation of the Guideline of Guidance for Cultivation

- Analysis of the results of marketing business of the current year to decide the directions of guidance of the next year
- Analysis of commodities observed as over-production in the country (Over-production could cause lowering prices in the markets)
- Analysis of commodities from consumption trend showing increasing consumption and shortage of supply (production)
- Projection of distribution volume of the next year by survey of cultivation in other production sites
- Guideline for guidance to the member farmers for their cultivation to be decided with the standard production and marketing targets and the results of the above analysis

Staff in charge of guidance at a branch office to consult with the member farmers to prepare the plan of the next year

What commodities will be cultivated the next year?

What volume will be produced?

 **AND**



How about new crops?

How about expansion of cultivation scale?

Guidance to lead the member farmers for promotion of production to be given at the same time

 The information as shown above to be summarized ! !

Commodity Information per member farmer to be summarized !!

Commodity

産・販売計画

Number of member farm households

Planned area (Unit: are)

Volume for marketing (Unit: case)

品目 (葉菜)

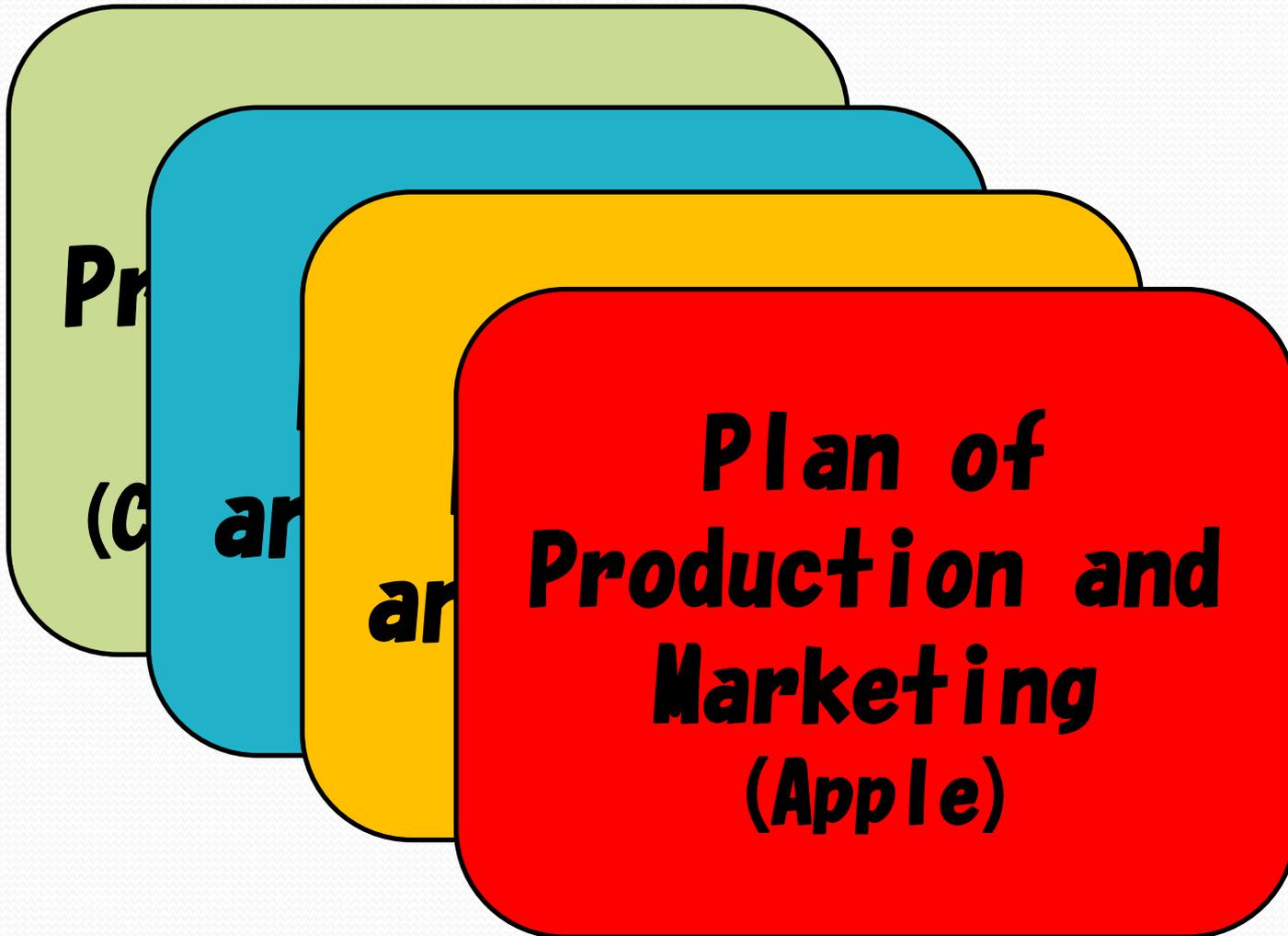
(島支所)

位:千円

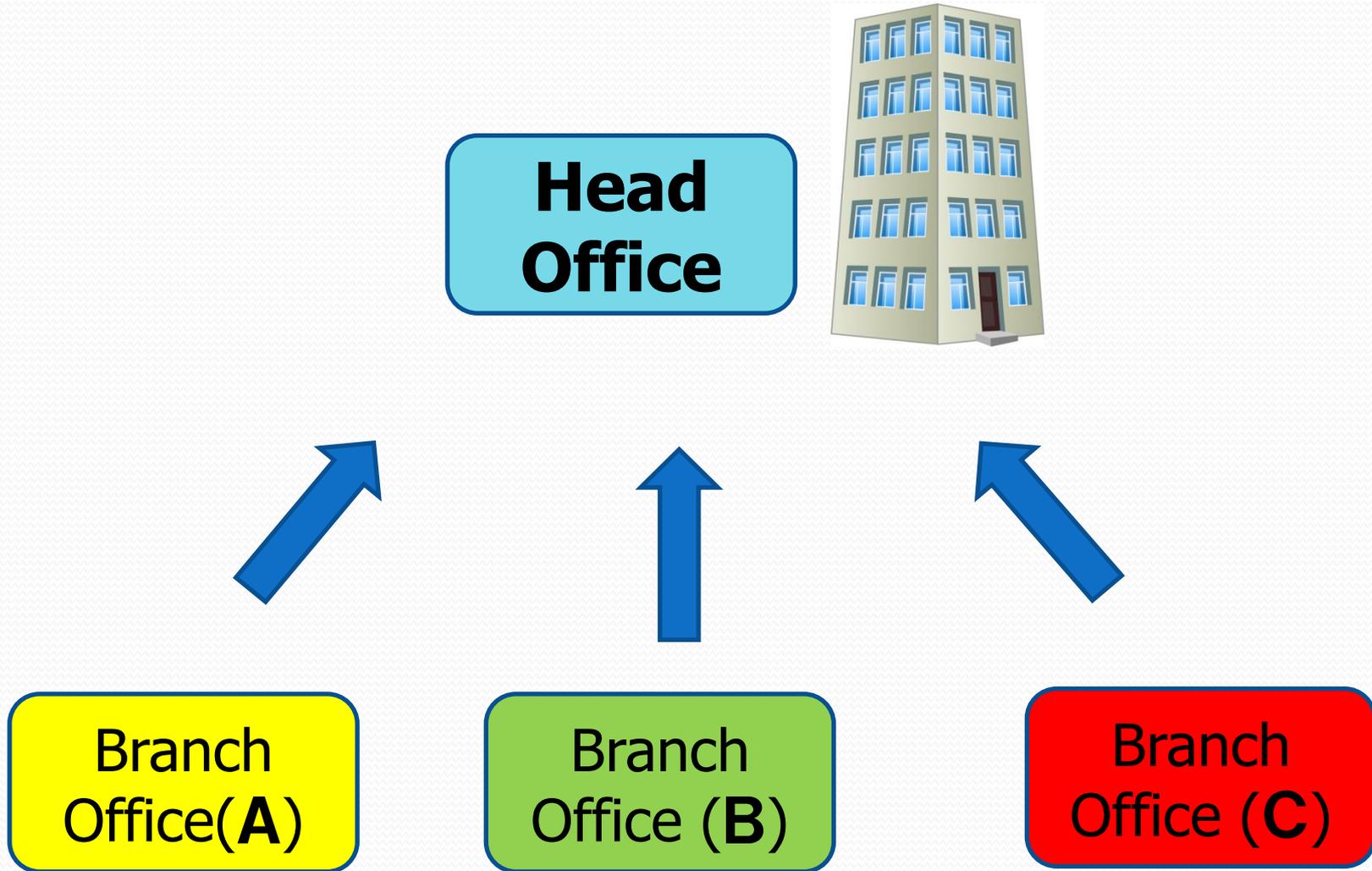
品目	26年度実績							27年度推定							28年度計							
	生産農家戸数	面積 (頭羽数)	生産		指数	販売		生産農家戸数	面積 (頭羽数)	生産		指数	販売		生産農家戸数	面積 (頭羽数)	生産		指数	販売		
			数量	金額		数量	金額			数量	金額		数量	金額			数量	金額				
はくさい					100							####										####
キャベツ					100							####										####

Sales (Unit: yen)

The Commodities in the Operation Areas of All Branch Offices to be Covered in the Plan



The Plans made at Branch Offices to be Aggregated at Head Office of JA



Data per Commodity in the Plans of Branch Offices to be Aggregated at Head Office

年度別生産・販売計画

Plans of Production and Marketing in 2014, 2015 and 2016

(品目 葉 菜)

(島内支所)
Shimauchi Branch office

単位:千円

年度 品名	26年度実績 (Results of BY2014)						27年度推定 (Finalized data of BY2015)						28年度計画 (Plan of BY2016)											
	生産農家 戸数	面積		生産		指数	生産農家 戸数	面積		生産		指数	生産農家 戸数	面積		生産		指数	生産農家 戸数	面積		生産		指数
		(頭 羽 数)	数 量	金 額	数 量			金 額	数 量	金 額	数 量			金 額	数 量	金 額	数 量			金 額	数 量	金 額		
はくさい					100						####							####						####
キャベツ					100						####							####						####

Plan of Agricultural Cooperative to be made by Aggregating All the Data

販売事業

単位：千円

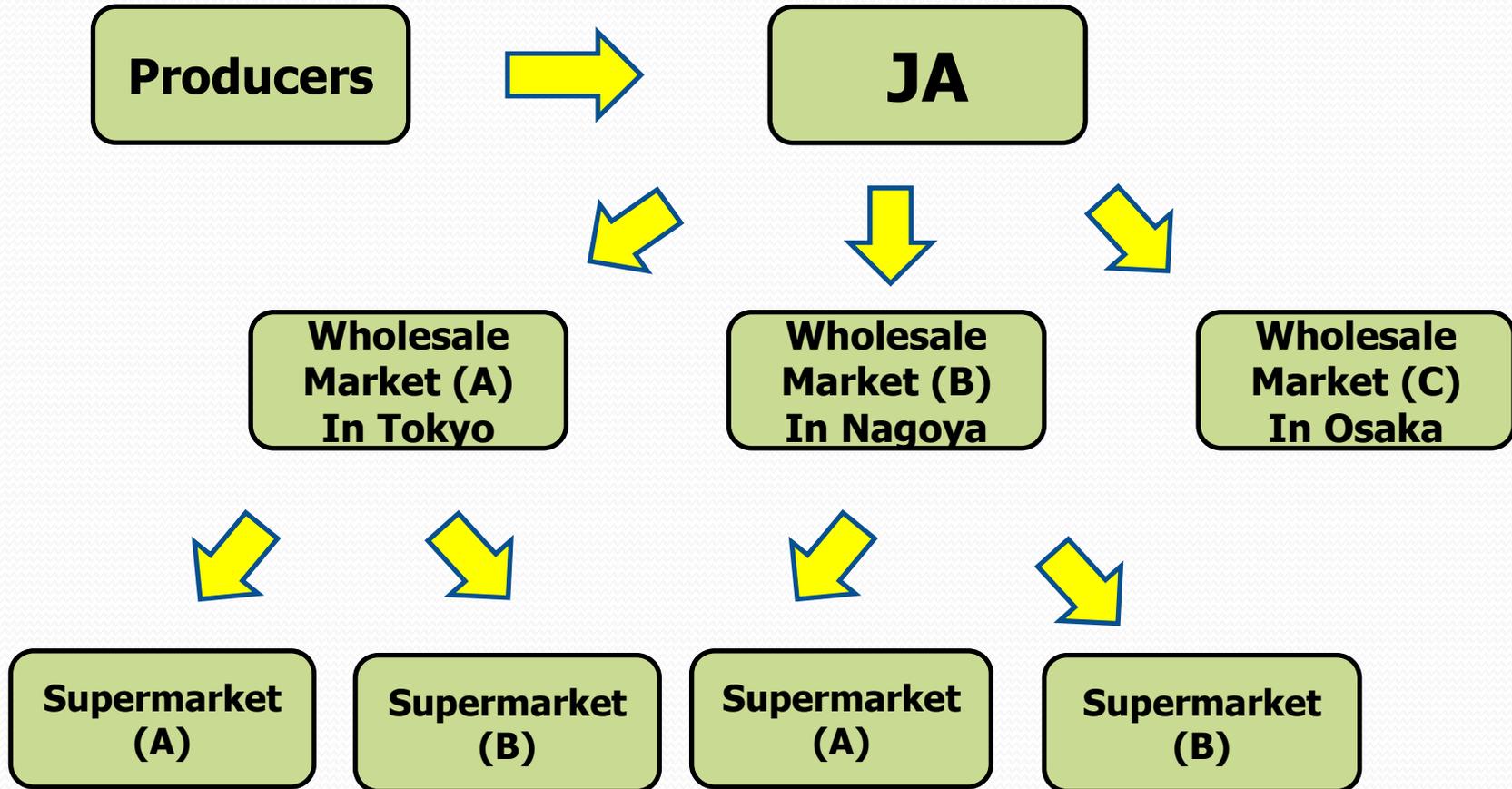
品名	年度	26年度実績 ①	27年度実績 ②	指数 ②/①	28年度計画 ③	指数 ③/①	29年度計画 ④	指数 ④/①	30年度計画 ⑤	指数 ⑤/①
米	穀	3,043,082	3,111,186	102%	3,088,500	101%	3,082,100	101%	3,055,700	100%
野菜	葉菜	1,780,041	2,230,536	125%	1,956,100	110%	1,965,400	110%	1,974,000	111%
	洋菜	3,005,755	3,355,128	112%	3,061,400	102%	3,082,200	103%	3,107,600	103%
	根菜	949,643	756,501	80%	894,500	94%	926,400	98%	936,600	99%
	果菜	675,083	718,834	106%	698,700	103%	704,300	104%	722,900	107%
	すいか	1,975,326	2,291,076	116%	2,549,300	129%	2,564,100	130%	2,590,200	131%
	ジュース用トマト	145,066	136,529	94%	153,100	106%	155,000	107%	157,900	109%
小計		8,530,914	9,488,604	111%	9,313,100	109%	9,397,400	110%	9,489,200	111%
採種 特産	採種	161,577	150,603	93%	168,400	104%	168,900	105%	172,400	107%
	花き	518,608	552,237	106%	586,000	113%	586,000	113%	590,000	114%
	きのこ	339,639	353,502	104%	334,100	98%	334,100	98%	334,100	98%
	たばこ	12,055	0	0%		0%		0%		0%
小計		1,031,879	1,056,342	102%	1,088,500	105%	1,089,000	106%	1,096,500	106%
野菜・特産計		9,562,793	10,544,946	110%	10,401,600	109%	10,486,400	110%	10,585,700	111%
果実	りんご	1,200,987	1,261,031	105%	1,446,000	120%	1,489,900	124%	1,620,000	135%
	ぶどう	891,181	877,883	99%	951,100	107%	952,500	107%	961,000	108%
	もも	81,238	93,805	115%	95,400	117%	92,800	114%	95,000	117%
	なし	147,422	180,984	123%	199,400	135%	212,000	144%	219,000	149%
	その他果実	64,510	62,933	98%	61,300	95%	64,100	99%	66,100	102%
加工果実	64,539	132,722	206%	74,700	116%	74,700	116%	75,000	116%	
小計		2,449,877	2,609,358	107%	2,827,900	115%	2,886,000	118%	3,036,100	124%
畜産	酪農	181,368	157,928	87%	132,000	73%	119,500	66%	119,500	66%
	肉牛	1,195,700	1,261,224	105%	941,500	79%	966,500	81%	943,000	79%
	肉豚	210,600	202,730	96%	154,000	73%	143,000	68%	135,500	64%
	鶏卵	962,134	923,282	96%	859,000	89%	807,000	84%	807,000	84%
	魂・その他	23,367	18,593	80%	20,000	86%	20,000	86%	20,000	86%
	導入子牛	463,791	547,824	118%	485,500	105%	505,500	109%	497,500	107%
小計		3,036,960	3,111,581	102%	2,592,000	85%	2,561,500	84%	2,522,500	83%
合計		18,092,712	19,377,071	107%	18,910,000	105%	19,016,000	105%	19,200,000	106%

Marketing strategy of the next year to be worked out based on these numerical data



3. Strategy of Marketing Business

Marketing of Vegetable and Fruit through Wholesale Markets



Marketing Strategy

- **The directions for marketing at wholesale markets to be considered based on the plan of production and marketing**
- **The directions per commodity to be decided**

More advantageous marketing to be realized by linking the information of production sites with the markets!!



For example, Plan for Chinese Cabbage

Planned Shipment : 128,795C/S (95% down from the previous year)

○ **Situation of Production Sites**

Even though production of Chinese cabbage is on the decrease due to aging farmers and conversion of farmland, the shipment planned for this year is expected at the same level of the last year.

○ **Directions for Marketing(Policy)**

- Differentiation including changing markets to be emphasized as the shipment of Chinese cabbage from our JA will be the first in Nagano prefecture.
- Securing the negotiated-transaction based business and selling areas for stable marketing by fully-receiving system for commodities, shipment control and relay supply system with the Omi area.

○ **Requests**

- In Matsumoto area transaction of large-sized boxes to small-sized boxes (for 4 pieces of L-class Chinese cabbage) has been observed due to aging farmers having difficulty in handling big-sized boxes. Therefore more small-sized boxes are expected to be shipped to mainly wholesale markets in Osaka and Keihin districts, where a request should be made to secure more space for the boxes to be unloaded.
 - * Negotiation with wholesalers of the markets needed to get favorable handling of our commodities with merits in price of small-sized box even in different grade for shipment
 - * Special orders for prior transaction in the markets to be sought from wholesalers
- Continuous transaction on a negotiation basis for autumn-harvested products in Matsumoto area to be requested

For example, Plan for Lettuce

Planned Shipment: 204, 450C/S (91% down from the previous year)

○ **Situation of Production Sites**

The shipment planned for this year is expected at the same level of the last year.

○ **Directions for Marketing (Policy)**

- Wholesalers to be secured before harvest starts in coordination with staff for farm guidance and by grasping the condition of growth of the commodities
- Stable shipment (supply) to be secured by fully utilizing pre-cooling storage facilities
- Negotiation-based transaction to be combined with conventional consignment-based transaction for securing substantial marketing proceeds
- Shipment to be levelled by responding to the demand of wholesale markets on holidays
- Shipment to be expanded by developing marketing channels other than the cooperative group channels.

○ **Request**

- One-season-based price to be negotiated as the main request for transaction. And weekly-based price negotiation also to be proposed.
- Main transaction to be made with "16-L class". And more flexible transaction also to be proposed in accordance with crop condition at the time of harvest.
- Special orders for prior transaction to be sought from wholesalers.

For example, plan for watermelon

○ **Planned marketing volume** : 1, 020, 252 cases

○ **Planned marketing proceeds**: 2,706,000,000 yen

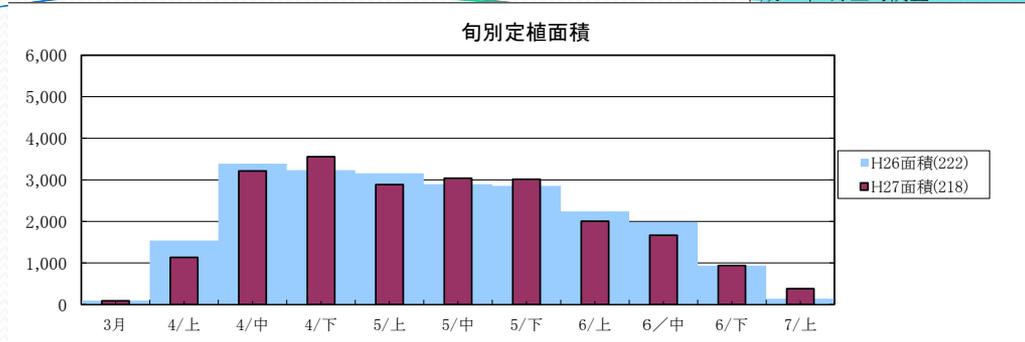
○ **Average price per case**: 2,650 yen

(110% up in volume and 137% up in marketing proceeds from the previous year)

1. Selling area to be secured by prior business negotiation for ensuring net profit of producers
2. Marketing system to be re-established under harsh marketing business environment
3. System for securing safe and reliable production and marketing and for improvement and stability in quality to be strengthened.
4. Marketing power to be strengthened by more effective advertisement for promotion of consumption.
5. Sound management of joint grading facilities to be realized by improving collection ratio from the member farmers of JA and reduction of cost for production and distribution.

平成27年すいか作付け面積調査(一次)

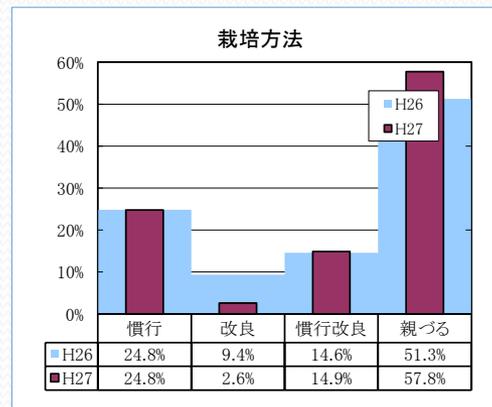
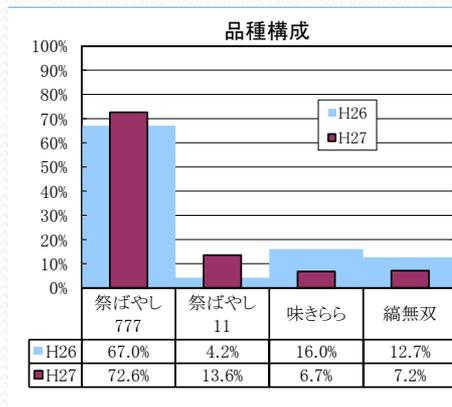
JA松本ハイランドすいか部会
平成27年6月上旬調査



赤肉共選面積 (単位:a)

支所名(戸数)	3月	4/上	4/中	4/下	5/上	5/中	5/下	6/上	6/中	6/下	7/上	合計	(前年比%)
今井(12)		38	113	174	113	148	168	109	111	46	7	1,027	87.3%
波田(99)	85	688	1,854	1,861	1,410	1,562	1,619	957	972	550	309	11,865	98.3%
新村(12)		33	186	228	174	214	200	120	79	50		1,284	95.5%
和田(33)		253	457	460	488	400	437	260	146	137	10	3,045	97.9%
山形(62)	0	119	605	834	699	716	591	560	359	155	52	4,690	99.0%
H27面積(218)	85	1,130	3,214	3,557	2,883	3,039	3,014	2,006	1,667	938	378	21,911	97.7%
H26面積(222)	94	1,536	3,385	3,234	3,156	2,894	2,852	2,238	1,981	930	140	22,438	

※ 見込み含む
 ※ 予定面積→約21,911a(露地21,826a ハウス:85a)
 ※ 昨年



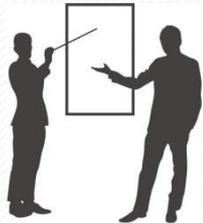
夕顔台木97%:FR長寿29% トップガン46% かしどき2号22%
 冬瓜台木3% :ライオン冬瓜1% ベスト冬瓜1% ベスト冬瓜KF1%



4. How to ensure that the Plan is understood by the members in the operation area

Ways to ensure the plan to be understood and implemented by the members

- **By explaining about the plan of the next year to the members in hamlets as producers at the time of a business-year end meeting.**
- **The member farmers, however, do not accept all the guidance given by JA without any hesitation as they have their own ideas for farming, affection to specific commodities, reluctance to introduce new commodities and sense of fear in giving something new a try. So there are some cases that the JA guidance would not change the situation of the member farmers.**
- **JA gradually leads the member farmers to what to be intended in the JA guidance by conducting the workshops and other meetings over and over again.**
- **A private company has its president who makes decision to give the directions in the business which its employees follow. The member farmers of JA are, however, presidents of their own farm management entities who would not simply follow the directions set by JA. Therefore, it would be very important and effective for JA in guidance to show some successful cases of member farmers, by which the member farmers are attracted to the directions the JA shows in guidance.**
- **It is necessary to make more attractive directions or policy for marketing and the business plan in order for the member farmers to fully practice what is given in guidance.**
- **If JA leads the member farmers well for good production by guidance, more shipment to JA will be encouraged, that will contribute to increase of transaction volume and the business income of JA.**
- **Good guidance is needed to lead the member farmers in the right direction before seeding starts. Speedy actions should be taken.**



In closing

- Prices in wholesale markets could be more stable if marketing business plan is made to lead the producers to send out as accurate information on the production situation as possible to the markets.
- More precise marketing business plan contributing to better projection of profits and loss could secure profits of JA .
- More precise marketing business plan could contribute to improvement of profits of both of producers (member farmers) and JA
- “Marketing Business Plan” is very important for sales of farm produce.

Thank you for your kind attention

