

BOND REPOSITORY OF COLLECTIVE ACTION

NORWAY: TINE Dairy Cooperative

The aim of the BOND Repository is to share real-life solutions of farmers' and land managers' capacity to develop collective activities and participate in networks involving a wide range of actors. The Repository contains 20 in-depth case studies emerging from the BOND Project, and in addition provides a store-and-share for other initiatives and projects to upload their success stories on an on-going basis.

The Repository is based on EU 'Practice Abstracts' that provide a common format to characterise a project. This makes it possible for readers to contact the project partners and enables the dissemination of project results.

The language is English apart from the project title and abstract.

This Table aims to provide basic information about the organisation or initiative as a whole.

Title (in native language)	TINE
Title (in English)	TINE (Dairy Cooperative)
Editor's name and contact details (address, telephone, email)	Eugen Tømte Eugen.tomte@landbruk.no +47 91573155
Coordinator name and contact details.	Eli Reistad Eli.reistad@tine.no +47 915 11 245
Partners' names and contact details	Norsk Landbrukssamvirke Servicekontor Eugen Tømte Eugen.tomte@landbruk.no +47 91573155
Start date	1856
Main sectors/focus	Milk and dairy products
Type of organisation (eg coop, network)	Cooperative
Number of members	10,400
Type of members	Dairy farmers
Operating level (local, regional, national etc)	National and regional
Funding sources	Market income
Total budget	Appr. 2400 million Euro (22 500 million NOK)
Objectives of the initiative	TINE's purpose is to operate food activities on a cooperative basis and work to ensure that the owners receive the best possible financial result from their milk production.
Description of main activities	<ul style="list-style-type: none">• Milk collection from dairy farmers all over the country• Processing milk to dairy products for consumption and industry• Marketing and distribution of products

	• Advisory service to members
Website	www.tine.no
Links to other websites if appropriate	
Tick if audiovisual material provided	x
Tick if project documents provided	

PRACTICE ABSTRACT 1

This summary should be as interesting as possible for farmers and other practitioners, using easy understandable language.

(Please repeat this template for each project or subproject that you would like to record)

Short title in English	
<p>Short summary for practitioners in English on the (final or expected) outcomes (1000-1500 characters, word count – no spaces). This summary should at least contain the following information:</p> <ul style="list-style-type: none"> – Main results/outcomes of the activity (expected or final) Include successes such as impact (on policy/productivity/land management etc), effectiveness (have objectives been achieved?), sustainability (economic and environmental), and transferability (can it be adapted and adopted elsewhere?) – The main practical recommendation(s): including both entrepreneurial elements related to cost, productivity etc as well as how any challenges have been overcome. 	<p>Norway’s agriculture is based on cooperatives - the first cooperative dairy was started in 1856, and since then 700 more were established and expanded to regional and national levels. All dairy cooperatives are now merged into one single entity -TINE- with 31 dairy plants spread all over the country and 170 member societies. As the majority of Norway’s arable land is only suitable for grassland, so milk production is the backbone of Norwegian Agriculture. TINE works on efficiency, innovation and building strong brands to ensure market access and best possible income for the farmers. It also offers advisory service, help to distribution etc. Substantial resources are used to maintain a well-functioning member organization and a real member governance.</p> <p>TINE has a strong focus on CSR and environmental issues through the entire value chain from farmer to consumer. It also offers advisory services to farmers based on results of research from members own farms. TINE is preparing for a digital future to exploit the huge amount of data becoming available, and at the same time ensure the farmers’ ownership and control of their data.</p> <p>Milk production in Norway is spread all over the country. A few farmers near the cities can rely on a local market, while most of them have a limited direct market access. Establishing and developing the dairy cooperative has given all dairy farmers equal access to market and income from their production. This is essential for maintaining agriculture and milk production all over the country.</p>

	<p>The overwhelming part of milk and milk products reaches the consumers through three retail chains. To be competitive in this market and secure a fair share of the value added in the food chain, the farmers have established a consumer-oriented and efficient industry with strong market brands. This is essential for keeping a position in the market for the Norwegian dairy farmers.</p> <p>Streamlining and concentration of the cooperative and the industry will often lead to increased distance between the cooperative and the members. TINE is much aware of that and is therefore successfully focusing on the member governance of the cooperative as well as the business relations between the cooperative and the members.</p> <p>The balance between efficient business and a well-functioning member governance is basic for the success of the dairy cooperative TINE.</p>
<p>Short title in <u>native language</u></p>	<p>TINE SA</p>
<p>Short summary for practitioners in <u>native language</u> <i>(can be the language of the coordinator / one of the partners)</i></p>	<p>Norsk landbruk er basert på samvirke -det første samvirkemeieriet ble startet i 1856, og etter det ble det etablert ytterligere 700 som vokste til regional og nasjonalt nivå. I dag er alle meierisamvirker fusjonert til en enhet – TINE – med 31 anlegg over hele landet, og 170 produsentlag. Hoveddelen av dyrket areal i Norge egner seg bare for grasdyrking, så melkeproduksjon er ryggraden i norsk landbruk. TINE arbeider med effektivitet, innovasjon og å bygge sterke merkevarer for å sikre markedsadgang og best mulig inntekt for bøndene. TINE tilbyr også rådgivingstjenester, hjelp til distribusjon for småskalaprodusenter osv. Betydelige ressurser brukes for nå ivareta en velfungerende medlemsorganisasjon og en reell eierstyring. TINE har sterkt fokus på samfunnsansvar og miljø gjennom hele verdikjeden fra bonde til forbruker. Det tilbys rådgiving basert på forskning på data fra bøndenes egne gårder. TINE forbereder</p>

en digital framtid med utnytting av den store mengden data som blir tilgjengelig, samtidig som en sikrer bøndernes eierskap til og kontroll av egne data.

Melkeproduksjonen i Norge er spredt over hele landet. Et fåtall bønder i nærheten av byene kunne fått avsetning for sine produkter i et lokalt marked, men de fleste har begrenset adgang direkte til markedet. Ved å etablere og utvikle meierisamvirket har en sikret alle melkeprodusenter lik adgang til markedet og inntekt fra produksjonen. Dette er avgjørende for å kunne opprettholde landbruk og melkeproduksjon over hele landet.

En overveiende del av melk og melkeproduktene som produseres finner veien til forbrukerne gjennom tre dagligvarekjeder. For å ha konkurransekraft i dette markedet og sikre bonden en rettferdig del av verdiskapingen i matkjeden, har bøndene etablert en forbrukerorientert og effektiv industri med sterke varemerker. Dette er avgjørende for å opprettholde posisjonen i markedet for norske melkeprodusenter.

Effektivisering og konsentrasjon av samvirke og industri fører lett til en økt avstand mellom samvirkeforetaket og medlemmene. TINE er svært bevisst på dette, og har derfor med stor suksess satt fokus på både eierstyring og den forretningsmessige samhandlingen med hvert enkelt medlem.

Balansen mellom effektiv forretningsdrift og en velfungerende eierstyring er grunnlaget for suksessen til meierisamvirket TINE.