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**Comparative Financial Performance of  
Agricultural Cooperatives and Investor-Owned Firms**

**Introduction**

Reports regarding the financial difficulties experienced by agricultural cooperatives in the US have been much more common recently than news of cooperatives' successes. In particular, the bankruptcy of Farmland Industries, the nation's largest agricultural cooperative, has received considerable media attention. In California, news about cooperatives has centered on Tri Valley Growers' bankruptcy and the dissolutions of the Rice Growers Association of California and Blue Anchor.

An international management consulting firm, McKinsey & Company, issued a report in 2002 alleging that agricultural cooperatives "destroy value" because few cooperatives "...have changed the way they operate..." (Dempsey, Kumar, Loyd and Merkel). Several financial ratios for cooperatives (revenue growth, return on assets and operating margins) were calculated which indicated weak performance in the cooperative sector. Another performance measure, "value created," was also analyzed; it was based on "return on invested capital," which was calculated by dividing total net operating profits by the total dollar value of capital invested. Distribution of the report led to discussions among top management of agricultural cooperatives and academics regarding rates of return generated by agricultural cooperatives.

Such news creates doubt about the viability of the cooperative form of business in agriculture, causing members to question their cooperative's performance and/or become reluctant to proceed in organizing a future venture under the cooperative structure. Furthermore,

### Pattern Matrix<sup>a</sup>

	Component	
	1	2
nervous	.869	
ashamed	.830	
scared	.827	
upset	.772	
irritable	.674	
happy		.856
inspired		.821
attentive		.766
excited		.752
proud		.744

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 5 iterations.



## Lab Report Format

### Structure of the report

Title	separate sheet
Abstract	separate sheet
Table of Contents	separate sheet
List of Tables	separate sheet
List of Figures	separate sheet
Introduction	
Theory	
Experimental Procedures	
Results*	
Discussion*	
Conclusions*	
References	separate sheet
Appendices and Raw Data	separate sheet

(Report must be submitted in-group. Section contents with '\*' sign must be done individually)

Each of these sections is expected to contain specific types of information :-

### Abstract

1. Is an abbreviated, accurate representation of the content of the report
  - Usually one paragraph
    - Why the experiment was done
    - How the experiment was performed
    - What pertinent results were obtained
    - Conclusion obtained from data analysis
  - Informative, quantitative, short, concisely written
2. Do not refer in the abstract to information that is not in the report
3. Write this section LAST!

### Introduction

1. Necessary Background Information
  - A short statement of phenomenon under study (i.e., what are you studying?) **OR**
  - A statement of importance of phenomenon to the field (brief, 1-2 sentences; i.e., why is this area of research important to engineers?) **OR**
  - A statement of importance of phenomenon to the "real world" (be careful, limit this to a specific application or applications. Be brief.) **AND**
  - Any necessary background information (e.g., related experiments, etc).
2. Indicate the need for testing/experimental analysis
  - A statement of the problem that is being investigated and any subproblems **OR**
  - A question that needs to be answered about the phenomenon under study

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