

## **1. COOPERATIVE DETAILS**

1.1. Cooperative name

1.2. Contact e-mail address

1.3. Would you like to receive the results of the research once it has been completed? Yes/No

1.4. Province

1.5. Cooperative type

- First-tier
- Second- tier

1.6. The cooperative's core business (accounts for the largest percentage of turnover)

- Olive oil and table olives
- Rice
- Cotton and fibres
- Fodder
- Beets
- Tobacco
- Fruit
- Vegetables
- Tomato processing
- Nuts and dried fruit
- Arable crops
- Potatoes
- Wine
- Beekeeping
- Poultry and eggs
- Rabbits
- Sheep and goats
- Feedstuffs
- Pigs
- Animal health
- Dairy cattle
- Beef cattle
- Supplies
- Other

## **2. MERGER PROCESS DETAILS**

2.1. Number of cooperatives involved in the merger process

2.2. Name(s) of the cooperative(s) involved in the merger process

2.3. Year in which the merger talks/negotiations took place

2.4. Were the cooperatives involved in the merger in the same sector? Yes/No

2.5. If you answered "no" to question 2.4, please state the sector(s) which the other cooperative(s) were in

- Olive oil and table olives
- Rice
- Cotton and fibres
- Fodder
- Beets
- Tobacco
- Fruit
- Vegetables
- Tomato processing
- Nuts and dried fruit
- Arable crops
- Potatoes
- Wine

- Beekeeping
- Poultry and eggs
- Rabbits
- Sheep and goats
- Feedstuffs
- Pigs
- Animal health
- Dairy cattle
- Beef cattle
- Supplies
- Other

2.6. Had there been any previous relationship between the organisations prior to the merger process?

- Joint marketing of some products
- Shared purchases
- Part of the same second-tier cooperative
- Members in common
- Shared facilities
- Other

2.7. The cooperatives involved in the merger were geographically:

- In the same municipality
- In neighbouring or nearby municipalities
- In different and not so close municipalities, albeit in the same province
- In different provinces, albeit in the same region
- In different regions

2.8. Type of integration envisaged

- Merger by acquisition
- Merger by setting up a new company

2.9. Stage of the process in which the merger was halted

- Initial analysis or assessment
- Negotiation
- Approval by the General Meeting

### **3. REASONS WHY THE MERGER DID NOT SUCCEED**

Please rate on a scale of 1 to 5 the reasons why the merger process was not completed:

#### **PROCESS MANAGEMENT**

3.1. Lack of previous experience in mergers

3.2. Lack of pre-merger relations with the other cooperative (joint marketing, shared purchases, part of the same second-tier cooperative, members in common, shared facilities, etc.)

3.3. Lack of support for and confidence in the merger process from the boards of directors

3.4. Dissatisfaction with the makeup of the new board or its election system

3.5. Disagreement on the valuation of cooperative equity

3.6. Dissatisfaction with the type of merger chosen (acquisition or setting up of a new company)

3.7. Lack of confidence in the viability of the common business plan of the resulting cooperative

3.8. Underestimation of the costs of the merger process (reports, valuations, etc.).

3.9. Members' reluctance to merge due to reasons such as:

- Potential reduction of their payments after the merger
- Having to make extra cash contributions to the merger so as to offset equity imbalances revealed in the valuation of the cooperatives
- Fear of workforce restructuring or asset relocation (example: closing their warehouse or cooperative while keeping the other cooperative's)
- Fear of losing services provided by the cooperative

- Sheer localism (my town's cooperative should stay in my town)

## **PROCESS DELIVERY**

- 3.10. Poor planning in process delivery
- 3.11. Difficulties in meeting legal deadlines
- 3.12. Problems arising from slow decision-making in moving the process forward
- 3.13. Lack of support from government and/or financial institutions (central government, regional government, other, etc.)

## **CULTURAL AND COMMUNICATION**

- 3.14. Failures in communication and information management for members, managers and employees
- 3.15. Differences between corporate cultures (ways of interacting with members, working methods, etc.)

## **SOCIAL AND HUMAN RESOURCES**

- 3.16. Staff or members' fear of workforce restructuring
- 3.17. Disagreement on the new workforce structure
- 3.18. Expected staff cost overruns due to the need to standardise salaries after the merger and the integration of the workforces of the cooperatives.
- 3.19. Lack of commitment to and motivation for the merger from organisation stakeholders
  - Members
  - Employees
  - Board of Directors
  - Chair
  - Manager
- 3.20. The following groups putting personal interests before the cooperative's
  - The chair
  - The manager
  - The members
  - The board of directors
  - The employees
- 3.21. Lack of capacity of managers to deal with the process in terms of
  - Training
  - Previous experience
  - Leadership
- 3.22. Lack of capacity of chairs and boards to deal with the process in terms of
  - Training
  - Previous experience
  - Leadership

## **SUMMARY AND ADDITIONAL INFORMATION**

- 1.1. Please state in your view and in order of importance the three main reasons for the failure of the merger out of all the above (there is a summary of them below)

Dropdown with the main ones.-

- 1.2. Please state any other reasons that may have led to the failure of the merger process not mentioned above.
- 1.3. After the failure of the merger, is there any kind of business activity between the cooperatives involved?

- Joint marketing
- Shared purchases
- Part of the same second-tier cooperative

1.4. Do you think that your cooperative would be in a better business position if the merger had been completed?

1.5. Have you started or considered other merger processes with other cooperatives?