Competitive advantage through responsible innovation in the New Zealand sheep dairy industry

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Methods S1. People interviewed.

New Zealand
Guy Trafford – Head of Department of Land Management and Systems at Lincoln University, Christchurch
Ian McDonald – Xcell Breeding Services Ltd, Kaiapoi
Ken Geenty – PhD, MAgrSci, Dip Wool
Lucy Cruickshank – Nuffield Scholar
Craig Prichard – Convener of the Sheep Dairy New Zealand Steering Group
Jim Inglis – Landcorp Business Manager
Nic Lees – Senior lecturer, Agribusiness management, Lincoln University, Christchurch

France
Jean Vincent Gauzentes – Lial MC
Valerie Loisy – Responsible Veterinaire Regional Sud Ouest Pfizer
Denis Bouyssieres – Responsable Grands Comptes at Zoetis Inc.
Farmers – GAEC de BALRAS (Camels et Le Viala) and EARL du Viernault (Roussennac)
Beatrice Giral – Ovitest
Dominique Bergonier – Départment Elevage, Ecole Nationale Vétérinaire de Toulouse

Methods S2. Interview questions, New Zealand.

1. What resources or competencies do you believe are necessary for the New Zealand sheep dairy industry to develop?

2. What resources and competencies do you believe will enable the New Zealand sheep dairy industry perform better than its competitors?

3. What do you see as the main barriers to New Zealand entering the global sheep dairy industry?

4. How do you believe New Zealand can create value for its sheep dairy products? Or what do you believe is New Zealand's unique selling proposition?

5. How do you believe the New Zealand sheep dairy industry should position its products within the market?

6. How do you believe the New Zealand sheep dairy industry should brand its products?

7. What markets do you think the New Zealand sheep dairy industry should target and why?

8. How do you think the New Zealand sheep dairy industry should structure its industry?

9. Do you believe vertical integration of the industry is necessary for the success of the New Zealand sheep dairy industry? Why? Why not?

10. How do you think the New Zealand sheep dairy industry can best be supported in its early start up stage?

Methods S3. Interview questions, France.

1. What resources or competencies do you believe are necessary for the French sheep dairy industry to be able to compete on a global scale?

2. What resources and competencies do you believe enable the French sheep dairy industry perform better than its competitors?

3. How do you believe the French add value to their sheep dairy products?

4. How significant are subsidies to the sheep dairy industry of France?

5. What are the typical husbandry practices in France? Significant animal health issues (Need to see first hand)

6. Do you believe the French sheep dairy industry has many competitors?

7. What do you see as the main barriers to countries entering the sheep dairy industry?

8. Do you think France has an absolute cost advantage?
    - superior production operations and processes due to accumulated experience, patents, or trade secrets;
    - control of particular inputs required for production, such as labour, materials, equipment, or management skills, that are limited in their supply; and
    - access to cheaper funds because existing companies represent lower risks than new entrants.

9. How would you describe the competitive structure of the sheep dairy industry as fragmented or consolidated? Do you believe this poses a threat or opportunity? Why?

10. Can you provide insight into the cost condition of the French sheep dairy industry? i.e. high fixed costs leveraged against sales volume? Capital structure?

11. Do the buyers of your sheep dairy products have high bargaining power? i.e. can they bargain down prices? Why?

12. Do the suppliers of your sheep dairy industry have high bargaining power? i.e. can they raise the cost? Why?

13. What are the sheep dairy industry's most significant substitute products? i.e. the products that can satisfy similar customer needs.

14. Can you suggest complementors of the French sheep dairy industry i.e. products that add value to (complement) the industry because, when used together, the use of the combined products better satisfies customer demands