



**Evolution**  
Driving Profit Through Innovation **Farming**

**Tom Rawson**



# History .....

- 1999 – 2008; 50 – 300 cows, Organic & On Farm processing
- 2005 Nuffield scholarship & joined grazing group
- Parents 'retiring' family business ready to consolidate
- 2009/2010 Set up Joint venture Evolution Farming



# Company structures.....

## JA Crowther & Son (200 acre)

- Dry Stock
- Cow Ownership

## Clever Cow Organics(400 acres)

- 300 cows spring calving
- Arable Cropping

• 10% ROC Cow hire

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• Labour and management contract/Profit Share

## Evolution Farming Ltd (410 acres)

- 330 Autumn calving 20yr Tenancy Market Rasen
- 300 Cows managed Dewsbury CCO
- 290 Spring Calving Cows York 3 Yr Contract Farming agreement
- 8 + 2 Full time Staff
- 4 Part time/weekend
- 'Machinery Contracting division' 1.5 Employees
- Outside Consultancy





90 days.....





# United Kingdom



Leeds

Manchester

Sheffield



# Raising some money....

- Trading history with HSBC.
- Oliver's family security.
- Track record with finance company's.
- Cow hire mainly from family.
- We don't need the SFP..do we?





# Raising a bit more money!

- 2 main investors involved on fixed returns.
- Choosing the right partner.
- Paying the money back.
- Is capital limiting?
- What are the limiting factors going forward?



# Building a brand

- An under utilised tool in Agriculture.
- Nuffield Scholarship.
- Offering to help the media.
- Writing in the Farmers Weekly.
- Entering competitions..Always the bridesmaid!
- Social Media.



# Off farm work..

- Providing the CASH!!!
- First farm 3 miles from home
- Part time at Andersons
- 2009 Ayrshire
- 2010 Sheffield & Lanarkshire
- 2011 Wales, York & Others
- 2012 Began Working with First Milk
- 2013 120+ Days Off Farm





# Machinery Contracting

- Started Spring 2013
- To service own farms + possibly more
- Hired Tractors
- Purchased Machinery
- Aims; Save Money! Take control of Silage Making, GPS fertiliser.



# Cow Hire

- Structured to give a return on capital to the cow owner based on;
  - Agreed loss rates/Replacement costs
  - Cull & Calf prices
  - Laid out in a contract
  - Paid monthly after milk cheque on agreed £/head basis
  - Agreed notice periods for change (Early spring so winter forage budget is not affected)
  - Used as mechanism for managers to have structured ownership and for bringing in outside capital



# Contract milking

- Developed from New Zealand 'Share Milking concept'
- Applied in the UK by using a ppl charge or % of milk chq (12-18%)
- Employment and management of all dairy staff
- Agreed system of Dairying with yearly budget and plan laid out.
- Management of farm is formalised by monthly meeting.





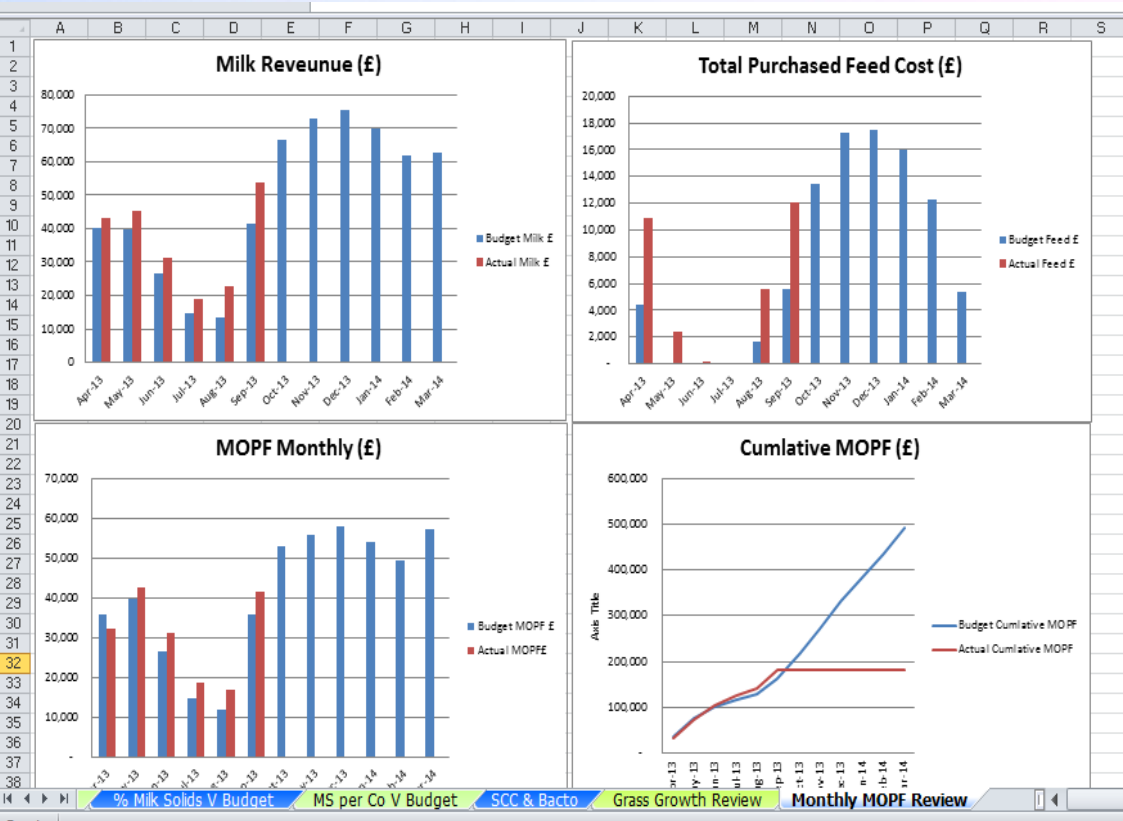
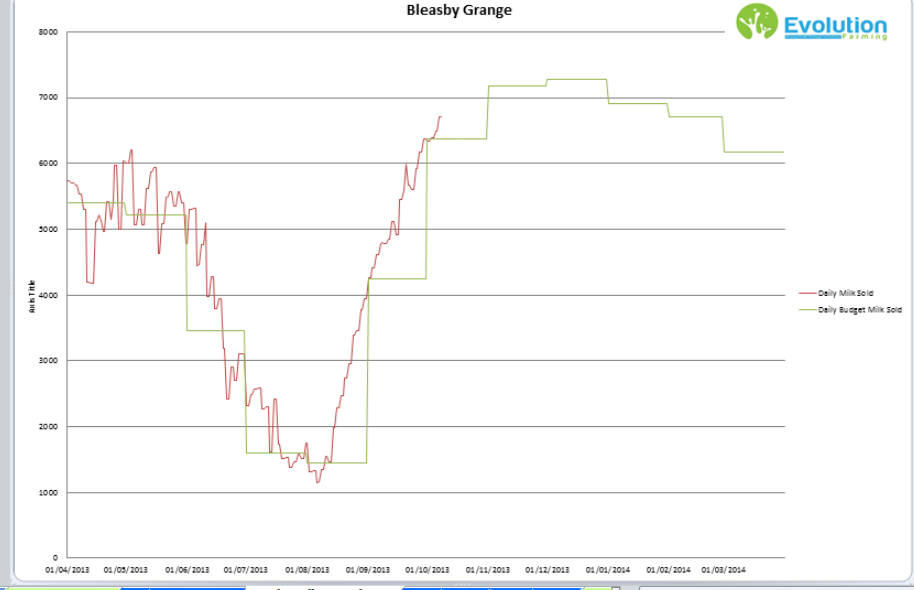
Blesby Grange 11-10-13KPI Dairy 2013 xism [Protected View] - Microsoft Excel

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JX29 =JX15+JX16

	JF	JQ	JR	JS	JT	JU	JV	JW	JK	JY	JZ	KA
<b>Blesby Grange</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>Saturday</b>	<b>Sunday</b>	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>Saturday</b>	<b>Sunday</b>
DIARY ENTRIES	02/10/2013	03/10/2013	04/10/2013	05/10/2013	06/10/2013	07/10/2013	08/10/2013	09/10/2013	10/10/2013	11/10/2013	12/10/2013	13/10/2013
PUT 1 to activate	1	1	1	1	1	1	1					
<b>Milk</b>												
Tank litres	6347	6393	6393	6485	6486	6702	6703					
Litres fed to calves or discarded	140	20	140	110	110	20	20	20	20	20	20	20
Butterfat	4.18	4.18	4.18	4.18	4.18	4.18	4.18					
Protein	3.42	3.42	3.42	3.42	3.42	3.42	3.42					
BC	87	87	87	87	87	87	87					
SCC	147	147	147	147	147	147	147					
Urea	0.0966	0.0966	0.0966	0.0966	0.0966	0.0966	0.0966					
Litres per day produced	2159	2159	2170	2155	2120	2174	2155	#N/A	#N/A	#N/A	#N/A	#N/A
Litres from Forage	745	705	717	701	674	720	701	#N/A	#N/A	#N/A	#N/A	#N/A
KgDM/Cow/Day Grass	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
KgDM/Cow/Day Silage	0.00	0.00	0.00	0.00	0.00	0.00	0.00	#N/A	#N/A	#N/A	#N/A	#N/A
KgDM/Cow/Day Cones	6.02	6.02	6.02	6.02	6.02	6.02	6.02	0.00	0.00	0.00	0.00	0.00
Total KgDM/Cow/Day consumed	6.02	6.02	6.02	6.02	6.02	6.02	6.02	#N/A	#N/A	#N/A	#N/A	#N/A
% Milk Solids	7.80	7.80	7.80	7.80	7.80	7.80	7.80	0.00	0.00	0.00	0.00	0.00
Milk Solids per Cow (Kg)	1.72	1.69	1.70	1.69	1.67	1.71	1.69	#N/A	#N/A	#N/A	#N/A	#N/A
<b>Herd</b>												
Cows in Herd	290	292	291	293	294	294	294	0	0	0	0	0
Cows in Milk	295	297	291	296	290	292	292	0	0	0	0	0

Diary | Field & Stage Diary | Year Summary | Budget Summary | Daily Milk V Budget | Cumulative Mik v Budget | Pro |



# KPIs & Information flow

- Daily KPI sheet to plan
- Monthly P & L to plan
- Easily updated and everybody updated

# The Management Team.

- Outside business coach used 2011-2012
- Led to the setting up of a advisory board 2012
- Team of 5;
  - Business coach Chairman
  - 2 Directors of Evolution Farming
  - 1 Cornerstone Investor
  - 1 Independent



# The Future..

- Become more professional and more profitable
- Let cash flow have less influence on decision making
- Grow our consultancy business
- Grow our contract farming business.
- Be a first choice partner for employees, partners and investors





# The keys to success.

- Profit, Profit , Profit!
- R.O.C
- People and relationships
- Win/Win situations
- Identify opportunity and deliver execution
- Budgets and planning
  - Viability with sensitivity
  - Does it deliver everybody's expectations

