Summary

Organic coconut production is providing profitable opportunities for the coconut sector in Vietnam, as increasing demand is expected from the US and Europe. However, a lack of technical support, a neglected local extension system, low production quality and a lack of market information are hindering further development of the sector. Betrimex, a company originally specialized in traditional coconut products, is investing in a new factory to produce organic coconut juice and milk for export. In the 4P model, Betrimex will pay for and provide the appropriate inputs, training services and quality verification to enable small scale producers to significantly improve their production quality and practices. In support, Betrimex enters into long term agreements with local producers, thereby committing to support the producers in changing to organic certified production, while the producers commit to supplying their production to the company in adherence to agreed conditions. Farmer loyalty is important for Betrimex as it is investing in changing the production system. This is supported by the contribution of AMD Ben Tre as the public partner, who provides a matching grant and liaison between the company, farmers’ organizations and local authorities.
1. Introduction

This case study forms part of a series of case studies developed for the knowledge component of the IFAD funded “Partnering for Value/4P” project, which is implemented by SNV Netherlands Development Organisation between 2015-2018 in El Salvador, Senegal, Uganda, Mozambique and Vietnam. The objective of the Partnering for Value project is to broker mutually beneficial partnerships between the public sector, the private sector and small-scale rural producers (4Ps) within the framework of IFAD-funded Value Chain Development Projects in the five selected countries. The grant has provided SNV the opportunity to pilot a 4P brokerage mechanism in order to assess and validate the viability of this approach in various contexts, and maximise the scope for learning for all country stakeholders. The knowledge component sits within the wider aim of IFAD to increase engagement with the private sector in their programs and policies for value chain development.

The aim of the case studies is to support (future) 4P stakeholders (government, business, donor agencies, NGO, farmers’ organisations) to build more effective 4Ps that bring about positive sustainable development outcomes. The case studies are based on SNV’s experience and identify key lessons in 4P brokering by exploring the following questions:

- What constraints/bottlenecks in the concerned value chain was the 4P meant to overcome and how was the 4P going to address this?
- How was the 4P brokered, designed and implemented?
- What have been the outcomes for all partners in the 4P and how have these been influenced by the 4P brokering process?

Although this particular case study has just recently been approved for implementation, it will be interesting to look at the 4P brokering process and results so far. Capturing lessons learned from an early stage will facilitate:

- Using the first lessons learned as early as possible within the Partnering for Value project, but also for wider 4P practice and discussions among practitioners and other stakeholders
- Raising awareness and facilitating wider visibility on 4Ps

Of course, lessons from later stages of the 4P process will still be added later. In this sense, this case study can be considered as a ‘living document’ that SNV will keep enriching. Information on this case study is now mainly based on document analysis and key informant interviews with the 4P stakeholders, such as representatives of Betrimex and SNV.

This study will start with a section on the rationale and design of the 4P. It describes the bottlenecks and opportunities for the coconut value chain in Vietnam and how Betrimex is planning to address these challenges through the 4P. This is followed by a more historical account on the 4P brokering process itself; how were the partners found, how was the 4P business model developed and how did implementation work out. The next section will elaborate on the first results, challenges and lessons learned. The case study will end with personal stories of the 4P stakeholders on how they have experienced the 4P brokering process.
2. Case description

2.1 Case details

**Location:** Ben Tre Province, Mekong Delta, South Vietnam  
**Value Chain:** Coconut  
**IFAD-funded program:** AMD (Adaptation in the Mekong Delta in Ben Tre and Tra Vinh)  
**Introduction by:** AMD  
**Funding:** AMD $54,000/Betrimex $144,445 (VND 1,204,550,000), Betrimex VND 3,222,000,000. The case is funded for a large part by Betrimex. AMD funds the pilot expansion with the producer groups.  
**Name lead company:** Betrimex  
**Phase:** Growth  
**Added value:** Sourcing, services and inputs

2.2 The business model before 4P

Vietnam has about 200,000 hectares under coconut cultivation, distributed mainly in the centre and Mekong Delta. Coconut plantation areas of the Mekong Delta are about 156,000 hectares, accounting for over 78% of the total coconut area nationwide. The rearing model consists of small farms with an average area below 0.5 hectares.

The Ben Tre Province in Southern Vietnam is considered the biggest raw material zone of the country. Ben Tre is known as “the Land of Coconuts” with a plantation area of more than 70,000 ha and a total yield of 562.11 million coconuts in 2015. On average, Ben Tre is ranked in the high-yield group (9,703 fruits per ha/year), higher than India and Sri Lanka. Moreover, in the Mekong Delta have the average yield per tree is 48-50 fruits per year, which is higher than the Vietnamese average. The output can even increase to 100 fruits per year if the tree gets enough water and fertilizer, as well as when measures are taken to prevent and control diseases. In the province, many enterprises are involved in processing of coconut products, including copra processing and drying factories, and small establishments producing coconut candy, caramel and jelly. The coconut sector has created many jobs and provides income and livelihoods for local people in Ben Tre, especially for the poor who participate in all activities in the supply chain.

The Ben Tre Import and Export Joint-stock Company was founded in 1976 and officially privatized in 2006 under the company name of Betrimex. Its company headquarter and processing factory are located in the Ben Tre province. Originally the company processed fresh coconuts into desiccated coconut (dried coconut powder) and processed waste products (husk and coconut shell) into fibre coir products and charcoal. In recent years, in addition to traditional products (such as desiccated coconut, coconut shell charcoal, coconut oil, coconut fibre), the company has invested into building a new processing factory to produce coconut juice and coconut milk on a large scale for exporting canned coconut products to many European and American countries.

**Organic desiccated coconut**

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2 Ben Tre Provincial People’s Committee, Coconut Sector Development Programme until 2020, page 5.
Betrimex’ desiccated coconut is mainly exported to the international market (around 90% of the production capacity), while the local market is currently representing a smaller part (10%). The product is exported to more than 40 countries in the world with a total number of 60 clients. Two traditional markets are Africa and Asia, accounting for 75% of the company’s total export volume. The Africa market is provides the largest market, accounting for 40%, followed by Asia and Europe.

However, although the export quantity is significant, the export price is lower in the African market than in others. Therefore, the company plans to switch to high-quality market segments, such as Europe and America, expecting to lead to a higher price. Following FAO data, United States is the leading country in the top 20 desiccated coconut import countries, followed by European countries, Middle East and some other countries\(^3\). The company plans to increase the export quantity to Europe and the US up to 45% of the total export volume in the next 5 years. Additionally, traditional clients in Europe are gradually switching from normal desiccated coconut to organic one.

**Organic coconut water**

Canned coconut water is produced for both the local and international market. However, the share of the local market is quite modest and its potential has not been fully exploited since this is a new product. The local market represents only 20% of the production capacity while the export market accounts for 80% (including European countries such as Russia, Germany, England and the Netherlands and Asian countries such as South Korea, Japan, China) with a share of 60% and 40% respectively). There has also been an uptrend in the consumption of healthier food and products. Specifically, customers in the US are asking for organic natural coconut water.

However, until 2014, the country in general and Ben Tre Province in particular did not have an organic plantation area. Previously Betrimex used to buy their fresh coconuts in an open market system as quality of the nuts was less important. Now that Betrimex is moving into a certified organic sourcing model they need a more closed buyer – producer relationship to ensure that the produce meets the required quality standards. For this, the company is engaging with local authorities and producer groups to change their coconut production system to organic certified areas.

In 2015, Betrimex invested in a new processing factory to produce coconut juice and coconut milk, with a total investment of more than 20 million USD, and an installed capacity of 30 million litres of coconut juice and 14,040 tonnes of coconut milk per year. The main target of the new factory is to produce organic coconut juice for the export market. Betrimex piloted an organic coconut farming model on a plantation area of 100ha, with the participation of 87 producer households.

In 2016, with the support of the 4P project, the company is planning to increase the plantation area of organic coconut to 250ha, with a raw material intake capacity estimated at 200,000 fruits/month.

2.3 Key bottlenecks

Market growth for coconut water and drinks is expected in Asia, Europe and the USA. Organic coconut production is also expected to yield profitable opportunities for the coconut sector in Vietnam. However, a lack of technical support, a neglected local extension system, low farm-gate

\(^3\) Ben Tre Provincial People’s Committee, Coconut Sector Development Programme until 2020, page 4
prices, quality standardization and specification, non-compliance to contract fulfilment and a lack of market information and knowledge are expected constraints for further development of organic coconut production in the foreseeable future.

The organic production model is technically more complex. Producers need to make more upfront investments in terms of effort and more expensive inputs, which means that they are not easily convinced of changing their production system. Organic cultivation involves farming without fertilizers, chemical pesticides, no cattle and poultry breeding and no fish-pond toilets in the coconut farm. Also, nutrition supplied to the coconut farm is made of organic micro-organism fertilizer. However, producers often lack organic input suppliers in rural areas. Moreover, they often lack knowledge of good agricultural, bookkeeping and business practices to improve their production (quality). Producers often talk about profit and loss on basis of intuition, not on the basis of facts and figures derived from record books. This makes business planning with small scale producers difficult for a company like Betrimex.

Previously, cooperation between Betrimex and producers has not been very close. Although the Betrimex staff has many years of experience in trading coconuts with producer households, the former business set-up was meant to work with traditional farming. Betrimex has little experience in working with poor farmers and establishing producer groups and is currently facing difficulties in identifying the most efficient approach to farmer group organization. The 4P business case therefore requires closer coordination with producer households throughout the supply chain, from provision of extension services, input supply, signing long-term purchase contract to regular monitoring of the contracts. For the company it is important to receive and maintain farmer loyalty as they are making investments in the change of production system (among others, Betrimex will be paying for three years of inputs), so they need to be sure they can recover this investment and buy the organic coconuts without side selling by the farmers.

2.4 The business opportunity

The opportunity to change the sourcing model was inspired by a growing demand in the export market for an organic certified end product. Given the fact that the market of processed coconut products, especially desiccated coconut, is being saturated, developing a business model for organic coconuts with a high-added value offers new valuable potential for the company, the sector and the province. Given the natural high yields, Ben Tre has a competitive advantage in organic production. This also creates an opportunity for producers to have access to a more guaranteed market with more stable pricing.

An additional benefit is that organic production techniques boost productivity and are more resistant to climate change effects as it reduces salt intrusion stress. In the context of increasing salinization and unusual flooding in the Mekong Delta Region, coconut trees are considered strategic agricultural plants. Coconut trees can adapt to brackish water, fresh water and salt water, and can well thrive on salt alluvial sand in coastal areas. The highest quality coconuts (including coconut fiber and water and coconut pulp) can even be obtained if coconut trees live with salinity 2–3 months per year. Therefore, coconut trees are identified as strategic plants in the national strategy on climate change adaptation.

Seeing the potential of organic coconut production, Betrimex has invested in a modern machinery system to produce organic coconut water and desiccated coconut. As mentioned, these are products with high added values and are increasingly being consumed in high-ranked markets such as Europe, the US, as well as Japan, South Korea and Singapore. The unit price of organic coconut water and desiccated coconut is higher than normal coconut products (30% and 5.62% respectively).
One of the concerns of Betrimex is the ability to ensure a sufficient and sustainable volume of quality organic coconut to its buyers. To strategically address this, Betrimex aims to develop an organic coconut area in the Ben Tre province by setting up connections between farmer households and coconut processing enterprises; by preparing its staff to meet the coconut industry’s requirements; and by developing technology and infrastructure for the coconut industry. In doing so, it aims to contribute to the rapid and sustainable development of Ben Tre province’s coconut sector.

2.5 The Public Private Producer Partnership (4P) Model

Betrimex has set-up a small pilot on organic production in 2014-2015 and is now, with support from the IFAD AMD project and the 4P project expanding the pilot to more communities. It is engaging with more communities in the project target area to enter into more partnerships with farmer organisations. As these communities have relatively poor households with lower farming skills, the project is co-investing with Betrimex to share a part of the risks and to ensure that enough attention is paid to training and service provision to the producers.  

In the 4P model, Betrimex will pay for and provide the appropriate inputs, training services and quality verification to enable producers to significantly improve their production practices and quality of their produce. Specifically, Betrimex would provide producers with agricultural materials (four times a year), including fertilizers and bio-pesticides in compliance with standards of organic cultivation. Additionally, Betrimex also organizes a capacity building program on agrochemical management and farmer group organization. To support the abovementioned activities, Betrimex enters into long term agreements with local producers, thereby committing to support the producers to make the transition into organic certified production (including the purchase of 100% of the produce at a fair price), while the producers commit to supplying their production to the company in adherence to the agreed conditions.

"Joining the 4P project means that farmers just continue farming as usual, but that Betrimex removes several burdens for the farmers. For example, the company sends staff to collect the production directly at the farm and organizes transport to the Betrimex factory. The company also provides technical assistance and guarantees 100% purchase of the outputs. In this way, the farmers can completely focus on the quality of the production."
In addition, Betrimex’s area of raw material supply shall be certified by Control Union – the global network of consultancy and quality verification – to ensure producers’ compliance on strict international regulations of the organic cultivation.

AMD Ben Tre, as the public partner, will support the project via the provision and monitoring of co-funding complementing Betrimex’ contribution. The matching grant would be used for the provision of intermediary materials/production inputs, technical training for farmers on organic farming techniques and group management skills, organic production certification and commercial promotion. AMD Ben Tre also supports Betrimex in liaison with the farmers and local authorities throughout project implementation. Besides that, local authorities provide support and guidance on the establishment of farmer groups, certify the contracts and monitor contract performance and support to resolve disputes between the two parties involved.

The farmer groups will be the connecting bridges between the company and farmers. They represent farmers to sign supply contracts with the company. As mentioned, farmers will receive technical training on organic coconut production and farmer group organisation and will be required to keep a record of their farming activities in compliance with organic cultivation requirements.

3. The 4P Brokering Cycle

3.1 Scoping & Matchmaking

In order to find potential parties for 4P, AMD Ben Tre worked with SNV Vietnam to develop a list of potential enterprises that could be engaged into the program. SNV Vietnam also supported AMD Ben Tre to develop a list of key criteria to select key sector players eligible for a 4P partnership.

Key criteria included:

i) The number and type of farmers included in the business model of the enterprise (as the program is targeting poor farmers with a total income below $32/month, and near-poor farmers with income below $45/month);

ii) Capacity of Enterprise (financial, experiences management, commitment working with farmers);

iii) Sustainability;

iv) Potential for scaling up.

Following these criteria, Betrimex was identified among the potential value chain leaders to be prioritized for the 4P matching grants. SNV Vietnam and AMD Ben Tre decided to visit Betrimex’ management to discuss the company’s current activities in the province and potential for cooperation. After the meeting, Betrimex expressed their interest to participate in the 4P partnership.

3.2 4P Business case development

Since most potential and interested enterprises didn’t have experience in developing proposals for development projects, and were not well informed on government procedures, SNV in coordination with IFAD/AMD Ben Tre province organized training courses on business plan development for potential enterprises and local partners. In total, 12 companies attended the two-day training. Each company was represented by a director/manager and accompanied by a local consultant.
from the provincial coordination unit of the AMD project. The project coordination committee of AMD Ben Tre also attended the training.

After the training, Betrimex led the project proposal writing. However, there remained concerns about the quality of the project proposal. Betrimex had no experience in developing a proposal for a development project. It was therefore difficult for the company to develop an inclusive 4P business model for low-income households that would satisfy the requirements of the IFAD project. Betrimex was rather used to establishing cooperation and signing purchase contracts with larger producer households. As a result, SNV brokers had to support with the value chain analysis and provide technical support to Betrimex to formulate a feasible PPP project proposal. Betrimex took the leading role in collecting data and developing a business strategy, while SNV supported in making the project strategy and implementation plan pro-poor. AMD formed the Provincial Appraisal Committee and eventually approved the plan.

### 3.3 Implementation

The 4P model prescribes that Betrimex takes the lead in surveying and selecting producers suitable for the organic coconut production project. AMD has also been involved in the selection of producers and liaison with local authorities. The involvement of AMD and local authorities in this step was of critical significance since this ensured the involvement of low-income producers in the project and identification of lead farmers to support the company in project monitoring and management.

Betrimex also takes the role of input supplier, providing producers with agricultural materials (four times a year), including fertilizers and bio-pesticides in compliance with standards of organic cultivation. These inputs were provided free-of-charge to the producers. Extension services were provided by agronomy teams of the company to improve producers’ technical knowledge and practices on organic coconut production.

In order to meet the production demand of organic products, the company has entered into long-term agreements where it commits to buy 100% of the products of contracted farmer households at a fair price. This has helped to take away the households’ worry about access to markets and allows them to fully concentrate on the production process.

**Mr. Nguyen Van Kinh, coconut farmer:**

"Signing a long-term contract with the company has helped improve my household income. Previously, I only sold coconuts to traders; prices fluctuated a lot and were rather unstable. Prices were often pushed up when there was a shortage in the market but dropped dramatically in the coconut season. Because of agreed prices in the contract, we are not affected by those kind of fluctuations anymore."

SNV, through the 4P project team, provides overall project management, evaluation and monitoring and technical assistance on organic coconut production. Additionally, SNV provides extra funding for the development of organic production guidelines at both corporate and farmer level following organic standards. It has also organized a training of trainers (TOT) on farmer group organisation and management. Furthermore, it has supported Betrimex with trust building and liaison with AMD, local authorities and research institutes throughout project implementation.

### 3.4 Monitoring & Evaluation

AMD Ben Tre monitors the funding disbursement and progress of the project in alignment with the projected timeline.

To monitor project impact, the 4P uses SNV’s monitoring system to monitor impact and progress of interventions related to value chain development. Indicators include:

- Enterprise performance
- Farmer business performance
- Social and inclusiveness performance
- Environmental performance
- Partnership performance

Organic coconut farms receive organic certification of Control Union to ensure producers’ compliance on strict international regulations of the organic cultivation. For this purpose, the project area is audited by a Control Union auditor on basis of random samples (10%). Farmer households have also received the Farming Manual, Farming Log, and were requested to record farming activities in their coconut farms. In addition, Betrimex’s ICS Department were required to conduct monthly inspection of the Farming Log and coconut farms to ensure the quality and yield of the coconut farm.

4. The 4P Results

For Betrimex, the case helps the company to effectively develop and expand its material zone of high-quality organic coconuts to better respond to the high market segment’s need and acquire higher revenue and benefit. At the time this case study was developed, Betrimex had expanded its organic material zone to 184 ha with the participation of 336 households (of which 21 poor and 136 near-poor households). The project reality shows that public funds and resources are needed to compliment private investment. The 4P brokering process granted the company with access to financial and technical support from both local government and international experts and organizations.

For AMD, the case resulted in lessons learned for future 4P policy, coordination and monitoring. For example, AMD learned that private sector needs external support in concept note development to ensure that the proposal meets all the requirements of donors. AMD also gained many more lessons and improved its capacity in the process of finding, selecting and supporting 4Ps. Joining capacity development workshops such as the workshop on financial models of 4P business cases and supporting Betrimex implementing and monitoring the project, AMD also gained more hands-on experience in project planning, monitoring, and evaluation. Moreover, the case has led to increased involvement and partnership among local authorities and non-profit organisations that could support planning, implementing and monitoring the project.

The most critical result for the coconut farmers is their gained experience and technical knowledge in growing organic coconuts. Specifically, these farmers understand the benefit of adopting good agricultural practices and rational use of organic fertilizers and pesticides as well as record keeping for better farm management. The coconut producer households, especially the poor and near poor, also received intermediary materials free-of-charge (organic fertilizers and biological products). Moreover, they gained more experience on farmer group organization and managing contracts with traders through continuous support from the project staff, the local authorities and SNV. Farmers start to understand the terms and conditions in the purchase contract and become more active and confident in negotiating these terms such as sale price, input provision, technical support, guaranteed output purchase, duration of the contract with traders/dealers during contract signing. They understand the advantages and disadvantages of signing long-term contracts better. For instance, such contracts allow producers to benefit from technical advice on organic production, managerial expertise through the application of farmer field books, a guaranteed market, better farm management and most of all, provision of sustainable and increasing household income.
5. Challenges

The 4P model for sustainable agriculture development still needs efforts to gain momentum in Vietnam. During the scoping and matchmaking phase, public partners (in this case AMD) often face resource constraints that limit their convening capacity. The private sector, on the other hand, may not have the development knowledge and connections to identify stakeholders interested in investing in their business plan. In the proposal development phase, the private sector still needs external support in concept note development to ensure that the proposal meets all the requirements of donors. Specifically, special attention should be paid to support capacity building for private companies in collecting data and writing/developing an investment proposal that meets IFAD’s requirements.

In addition, it might be too ambitious for Betrimex to purchase 100% of organic coconuts from producers. As part of the project, Betrimex distributed organic fertilizers and pesticides free-of-charge. However, it was rather difficult and time-consuming for the company to receive and maintain farmer loyalty. A small number of farmer households still did not comply with the signed contract due to competition from other traders offering higher prices. Side-selling thus still sometimes occurred, especially during output scarcity, given the fact that the weak judicial system in Vietnam gives Betrimex little resources to enforce the contract. Some producers also just had little experience with formal contracts, while Betrimex has more experience with medium and large-scale farmers. Betrimex still faces difficulties to effectively monitor and collaborate with smallholders.

6. Lessons learned

Since organic coconut production calls for high production quality, the company firstly developed a concentrated material area instead of focusing on an area with widely dispersed communities, and then gradually expanded for better management. This concentrated management helped the company in piloting and organizing training, providing technical assistance and monitoring of the project activities.

The project activities so far have also shown that it is difficult to change farmers’ cultivation practices. Farmer households sometimes do not comply with the signed contract when they are offered a higher price elsewhere. It has been proven however that regular monitoring and verification through the ICS system could help prevent these non-compliance behaviors. The technical staff visit each farm at least once a month and reports are developed on non-compliant households. If after one month the producer households cannot fix the non-compliant points, they will be removed from the list of organic coconut producers. In addition to training and awareness raising, Betrimex’s agricultural engineers also provide technical guidance directly on farms throughout the production process to encourage farmers’ adoption of good agricultural practices.

Awareness of new practices is not sufficient to ensure farmers’ adoption. In addition to technical and financial considerations, developing farmer groups was also a highly effective tool in supporting fundamental changes to farm management and production practices. Farmer households were assigned to work in groups and elected group leaders to function as representatives of those groups, which has made management of the project activities easier.

As mentioned earlier, a small number of farmer households did not comply with the signed contract. This posed a certain risk regarding the sustainability of the project. It might have been less risky and more sustainable for Betrimex to involve producers as investors of their farms through the input buying process. However, this requires a change of mind-set and takes time. Therefore, Betrimex might think about the option of gradually transforming their role as a free input supplier to a charging service/input provider after one or two years of project implementation.
7. Personal stories

Ms. Chau Kim Yen, CEO of Betrimex:

"Global demand for coconut products keeps growing because of their health benefits. Betrimex has invested $22 million to develop a factory that produces coconut water and milk for export. Previously, coconut water used to be a by-product of coconut milk processing. Consequently, the quality of coconut water was poor and only fit for producing coconut jelly and food coloring. But now the importers request high quality, which means that the company must invest in the 4P project and cooperate with local farmers to develop a high-quality coconut material zone."

Mr. Truong Van Huyen, Chairman of the People Committee of Hung Le Commune, Ben Tre Province:

"Betrimex collaborates with local communities to change to organic coconut production, which has led to many positive results. The company has invested in supporting the farmers to use organic fertilizers, technology and knowledge to improve the production. In this way, Betrimex cooperates with farmers groups to develop the value chain together."

Annex I – Interview questions

1. What was your main motivation to participate in this 4P?
2. What bottleneck/problem was it supposed to solve?
3. Can you explain the background of this problem/bottleneck? Has this been a problem for a long time? What are the main causes for this problem?
4. Did you try other solutions before to solve this problem?
5. How does the 4P business model provide a solution for the problem? What does it change in the current situation?
6. How does the 4P business model solve the problem while other solutions were not able to?
7. Can you explain how you became involved in the 4P arrangement? How did you learn about it? Was it your own idea or did someone introduce you?
8. Can you explain more about the 4P brokering process? Did you know all the 4P partners already? If not, who introduced you? How did that process go?
9. Do you feel that there is enough trust between the 4P partners? Did the 4P brokering help in that?
10. Can you explain more about the process of writing the 4P business plan? Was it difficult to set common goals and divide roles & responsibilities?
11. (If applicable) Was it difficult to find investors for your 4P business case? How did you find them?
12. Do you feel that 4P has brought you the expected results? Why or why not?
13. In what way has the 4P solved your problem/changed the situation?
14. Do you think that the 4P has also brought you (unintended) long term results (such as ongoing trust relationship between partners, improved sustainability of the business model, etc.)?
15. Do you think the 4P is of added value? Do you think it was the best option or do you think the problem also could have been solved otherwise?
16. Would you participate in a 4P again? Why or why not? Do you have concrete plans already?
17. What would you do differently if you would enter a 4P again?
18. What is your main lesson learnt from the 4P brokering process?
19. Do you have any specific feedback for the 4P broker?

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