Serving Agribusinesses from Field to Family

High performance. Delivered.
Cultivating high performance in agribusiness

Global shifts in health, wealth and population are moving the world from a period of commodity abundance to scarcity. Demand for agricultural product is projected to increase by up to 100 percent by 2050¹. The latest information technology and new operating models can help you revamp processes and take advantage of the vast opportunities being created by ever-growing marketplaces and demand for quality food and fuel.

Accenture helps agribusinesses harness your data to drive high performance. Our services and solutions help increase productivity, improve operational excellence and drive growth throughout the value chain, while managing risk. We:

- Assess and define company strategies and operating models.
- Manage your data to turn analytics into smart business decisions.
- Deliver technology and consulting solutions that enable you to effectively manage margins.
- Provide producer services that empower your producers to grow with you.
- Track and trace products throughout the value chain to enable a sustainable business.
- Deliver merchandising and origination services and solutions to manage risk.

Accenture's capabilities can speed the process of change and keep you focused on what you do best.

Accenture serves all Agribusiness sectors:

- Seeds
- Agricultural equipment
- Beef, poultry, swine
- Fertilizer and crop protection
- Grains and oil seeds
- Sugar and food ingredients
- Animal health
- Dairy products
- Ethanol
- Consumer packaged goods
- Retail
Your product touches every point on the value chain. So do we.

Accenture brings knowledge of the agribusiness industry and experience serving clients across the value chain to help you feed and fuel the world. Our agribusiness team comprises dedicated specialists with agribusiness expertise, including farmers, agronomists, experienced industry hires and professionals with advanced degrees and certifications in agriculture. We also draw from our decades of experience and global practices dedicated to government services, energy, chemicals, health and life sciences, equipment, consumer goods processing and manufacturing, and retailing.

Accenture brings skilled functional specialists as well, with more than 17,000 consulting professionals focused on disciplines ranging from operations and supply chain management to talent management, risk management and sustainability. As a business, we are deeply committed to investing in our people and enriching their skills through ongoing training and professional development.
Your business serves customers around the world. So do we.

We are a global force in consulting, technology, analytics and process management, enabling clients to enter, expand and win in new markets. Our 259,000 employees work in more than 200 cities in 54 countries, bringing local expertise and effectiveness. Through our Global Delivery Network we serve clients in over 120 countries with consistent methods and tools and repeatable processes that speed delivery and enable consistent, high-quality results at scale.

Accenture Global Delivery Network Locations
Our agribusiness capabilities are seeds for high performance

Accenture delivers high-quality, market-competitive consulting, technology and outsourcing services. We can also manage end-to-end business services by seamlessly bundling strategy, talent, insights and underlying technology. By operating as an extension of the client’s business, we help accelerate the path to better business outcomes.

Enterprise Technology
Technology helps connect disparate regions, business units and departments within an agribusiness, as well as connect the company to its partners throughout the value chain, increasing visibility and the agility to respond to rapidly changing conditions. The right technology solutions can drive better process control and competitive advantage.

Our enterprise services include industry-leading process models and practices in areas such as order to cash, finance and controlling, procure to pay, producer and customer relationship management and supply chain management—as well as areas unique to agribusiness, such as product spoilage, pasteurization and merchandising and origination. Accenture’s reusable interactive analytics drill down, providing transparency that enables you to increase production, limit losses and improve yields.

Analytics for Agribusiness
By sharing timely analytic insights that enable action across the value chain and increase alignment among inputs, producers, equipment providers, processors, manufacturers, distributors and retailers, you can increase efficiency and profitability for all. From strategy and development of your analytic capability to execution, Accenture applies predictive and descriptive analytics and scenario modeling to optimize outcomes for agribusinesses.

We are the number one systems integration partner in revenue for SAP, Oracle and Microsoft—enabling us to deliver the best solution to fit client needs.
Producer Services
We help agribusinesses effectively manage producer relationships to increase information-sharing, negotiate fair prices and drive loyalty. Backed by advanced analytics, our precision agriculture services allow producers to monitor weather and soil conditions and adjust inputs at each part of a farm operation to use resources more efficiently. Through our technology solutions such as mobility, cloud, collaboration tools, security and e-learning, we enable you to provide services that help you strengthen producer relationships (from large commercial to smallholder farmers) and improve margins and outcomes.

Operational Excellence
Accenture enables the efficient use of equipment, personnel and inputs to improve outcomes and returns. We lead agribusinesses toward operational excellence by combining pioneering solutions with practical know-how, including our Manufacturing Execution and Automation capabilities that enable asset-to-business integration. We help clients align underlying processes and operating models to support business strategies, and link the supply chain to the end-to-end value chain, effectively responding to changing demands and market opportunities. With the help of our strategic sourcing and procurement transformation services we reduce the total cost of ownership of goods, services and equipment. Accenture automates and optimizes processes, and improves asset management while reducing losses, downtime and resource consumption. We also optimize transportation management and plan for a lean, agile supply chain.

Merchandising and Origination
Accenture’s solution allows agribusinesses to take an integrated approach to merchandising and origination that helps mitigate risk and capture market opportunities. With the proper tools and strategies, companies are able to both manage exposure and identify opportunities in advance of competitors. We help improve performance in origination, strengthening the governance and integration of merchandising, physical risk and overall risk management. Across the front-, middle and back-offices we bring improvements in the operating model—governance, structure, policies and processes; analytic capability; integrated IT solutions and related back-office managed services. Accenture’s merchandising and origination approach and solutions help you break away from fragmented and compartmentalized practices, and bring planning and risk factor analysis to a strategic level.

Figure 1
Serving Agribusiness from Field to Family

<table>
<thead>
<tr>
<th>From Field</th>
<th>To Family</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inputs</td>
<td>CPG</td>
</tr>
<tr>
<td>Equipment</td>
<td>Manufacturer</td>
</tr>
<tr>
<td>Farmer</td>
<td>Retail</td>
</tr>
<tr>
<td>Processors</td>
<td>Consumer</td>
</tr>
<tr>
<td>Co-op</td>
<td></td>
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</tbody>
</table>

Sell to Farmers | Buy from Farmers

Grower Services | Grower Services | ADP | Grower Services | Grower Services | Grower Services |
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Commodity</td>
<td>Plant Management</td>
<td>Investment Management</td>
<td>Plant Management</td>
<td>Investment Management</td>
<td>Sustainability</td>
</tr>
<tr>
<td>Trading and Risk Management</td>
<td>Analytics</td>
<td></td>
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<td></td>
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</tbody>
</table>

Operational Excellence
Track & Trace
Enterprise Services
Operating Model Transformation
Sustainability

Accenture has a dedicated group that guides agribusinesses on your sustainability strategy and implementation. We help with putting more sustainable practices in place, from increasing sustainability in the supply chain without sacrificing efficiency, to sustainable consumption and environmental health and safety management. These measures help clients reduce resource consumption, manage emissions, create an intelligent infrastructure, and track and trace ingredients and products safely from field to family, at scale.
We are also committed to understanding and reducing our own environmental impact:

Listed on the S&P 500 Carbon Disclosure Leadership Index

- Ranked 6th on the U.S. 500 Newsweek’s Green Rankings
- Ranked 6th on Corporate Responsibility Magazine’s 100 Best Corporate Citizens list
- Listed as a component on the North America Dow Jones Sustainability Index for the 8th consecutive year
The Accenture Remote Sensor Network enabled Pickberry Vineyard to manage operations and resources, such as water usage.

**Track and Trace**

Product traceability is becoming increasingly important for agribusinesses that have a view toward being prepared for more intensive value chain integration in the future. It’s also becoming a must with government regulations and industry requirements calling for producers worldwide to provide comprehensive, reliable detail on the quality and origin of products. The benefits of an improved capability span key stakeholders. For the farmers themselves, traceability enables better crop quality and yield, leading to increased volumes and higher average prices. Farmers also gain end-to-end visibility into the journey of products.

For suppliers and retailers, better tracking and tracing can enable accurate and timely data about farmers and commodities, enhanced data and analytics, spoilage and waste reduction, improved supply chain risk management, increased sales, and faster speed and efficiency when responding to product recalls. Track and trace can also satisfy consumers’ hunger to know the origin and journey of the products they buy.

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**Figure 2**

**Accenture Agribusiness Client Experience**

<table>
<thead>
<tr>
<th>Agribusiness Capabilities</th>
<th>Fertilizer and crop protection</th>
<th>Agricultural equipment</th>
<th>Grains / Oil seeds</th>
<th>Beef / poultry / swine</th>
<th>Dairy</th>
<th>Sugar / Ethanol</th>
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<tbody>
<tr>
<td>Analytics</td>
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<tr>
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The benefits of the coherent service management framework that Operating Model Transformation Services deliver:

- Facilitates for tax optimization
- Possibility of outsourcing / consolidation
- Scalability and flexibility leading to making overheads variable
- Enabler for common systems environment
- Opportunity for extension beyond transactional processes
- Creation of integrated cross-border integrated business services
- Platform for standardization and improvement for process
- Enabler for competitive advantage
- Cost savings through labor arbitrage and process efficiencies
- Possibility of focus on core business
- Enablement of core business producers
- Platform for process efficiencies
- Enabler for common systems environment
- Enable focus on core business producers and customers
- Possibility of extension beyond transactional processes
- Core Business Services
- Operating Model Transformation Services
- IT
- Finance
- Purchasing
- HR
Operating Model Transformation Services

We help agribusinesses create leaner, nimbler, more efficient operating models supported by an integrated business services unit that can help all other units work better. Unlike traditional shared services, Accenture delivers back-office services including HR, IT, finance and procurement, as well as front-office capabilities in reporting, analytics, supply chain, sales and marketing. The standardization of business services allows agribusinesses to achieve greater control and compliance, providing a strategic platform for faster and better integration of inorganic growth. Whatever the scope of integrated business services you may require—global, local or something in between—we can scale to suit individual footprints.
Agriculture development is the world’s single most powerful lever for hunger and poverty reduction. Since 2003, we have worked to have a catalytic impact on such global development challenges through the Accenture Development Partnership (ADP), a pioneering “corporate social enterprise.” ADP supports the creation of value chains that encourage the inclusion of smallholder farmers in profitable markets, ultimately leading to more sustainable agriculture systems. Through ADP, we help integrate smallholders or NGO objectives into the operations of large commercial businesses for mutual benefit.

Through an affordable, sustainable and scalable not-for-profit business model, we provide our clients in the international development sector access to Accenture’s full range of management consulting and technology services. To date, we have completed more than 650 projects for more than 130 clients.
Freedom from Hunger: Self-Help Programs for Rural Women

ADP helped Freedom from Hunger launch its Reach initiative, which aims to provide low-cost self-help services in some of the world's poorest states. ADP helped the Reach team with the launch of its first service centers in Bihar, Orissa and Jharkhand. These service centers sell educational products and consulting services at a low cost to local nonprofit organizations that serve women and their families in India's poorest states. Freedom from Hunger and ADP are expanding their collaboration through the launch of the Reach initiative in Mexico and West Africa.