Bonsucro:
Driving transformational change across the global sugarcane supply chain

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Client profile

Bonsucro is a global multi-stakeholder non-profit membership organization, dedicated to reducing the environmental and social impacts of sugarcane production, while recognizing the need for economic viability.

Opportunity

Following the establishment of a global metric for sugarcane production (the Bonsucro Production Standard), the organization wanted to support its members and wider stakeholders in their sustainability efforts, especially in emerging markets such as Bolivia and Guatemala. Bonsucro's vision includes helping its members accelerate the pace and scale of change through increasing the impact and improvement of mills and farms, supporting and leveraging assured supply chains, and creating a new narrative for the sector. The organization engaged Accenture Strategy for guidance on potential technology solutions to support and inform this strategy. Effective solutions would need to be globally-credible, yet locally-relevant; include the identification and leveraging of strategic partnerships; and enable the capture and transfer of knowledge across Bonsucro's global member network.

Solution

Over an eight-week period, a combined team from Accenture Strategy and Accenture Development Partnerships collaborated closely with Bonsucro to understand how technology can drive transformational change in the sugarcane sector. To shape a relevant set of activities, the project team surveyed the full Bonsucro membership base and conducted 12 interviews with representatives from each membership group (farmers, mills, intermediaries, end users and civil society) and key geographic regions. Following a mid-project checkpoint, Bonsucro and Accenture Development Partnerships agreed to develop a technology roadmap to help inform and enable Bonsucro's strategy. In the roadmap, the team captured a number of key technological and operational activities for the core team to complete over the course of a year.

Results

Working together with Bonsucro, the team drew on experience from its Sustainability and Accenture Development Partnerships resources to prepare a technology roadmap incorporating priorities, dependencies, enablers and potential risks as well as suggested effort and deployment timelines. Three primary areas for improvement were identified: benchmarking, knowledge management and collaboration. Supported by a series of operational activities, the technology deployed could both inform and enable the desired improvements.

“Thank you for your time last week. It was exactly what I was hoping for and fit in well with where our thinking has evolved. You formed an excellent team and delivered a high quality product.”

Simon Usher, CEO, Bonsucro.
About Accenture

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Accenture Strategy operates at the intersection of business and technology. We bring together our capabilities in business, technology, operations and function strategy to help our clients envision and execute industry-specific strategies that support enterprise-wide transformation. Our focus on issues related to digital disruption, competitiveness, global operating models, talent and leadership help drive both efficiencies and growth. For more information, follow @AccentureStrat or visit www.accenture.com/strategy.