



IMD-SAI Platform Training Workshop

Rolling Out Sustainable Agriculture in Food Companies

Lausanne, Switzerland, December 15-16 2009

Minutes

DAY ONE

Welcome & Introduction

Aileen Sommers welcomed everybody to IMD – one of the top two education centers for executives worldwide. Hans Joehr and Peter-Erik Ywema explained that SAI Platform had decided to develop this training as per requests received from member companies themselves, which were struggling to implement SA on a wide basis. Emeline Fellus explained that this workshop was aimed at testing draft materials developed for the most tailor-made and best training possible in 2010 for SAI member companies and their staff.

Module 1: Breaking down organizational hurdles

The module started with a discussion about the main hurdles associated with SA roll-out, as experienced by member companies: Complexity at technical & organizational levels; Moving from long-term company vision to short-term business action; Understanding the business case and evaluating the costs/benefits of change

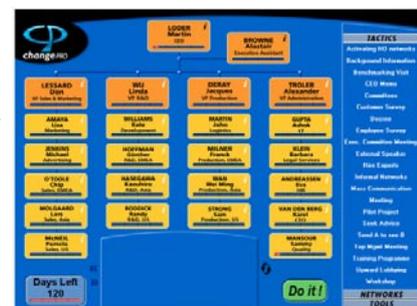
Aileen Sommers then presented the results of surveys and studies addressing these hurdles. It was striking to learn that the biggest challenge is not technical, but the breaking down of the mindsets of managers and to fill knowledge gaps about the significant business risks of unsustainable agriculture. See Presentation 1.



Later on, participants split into smaller groups to identify the main organizational hurdles faced in their specific companies. A very enlightening presentation was provided by Rhoda Davidson and Corey Billington on ways to build effective internal networks – with an aim of breaking these organizational hurdles. See Presentation 2.

Module 2: Leading change in the organisation

Participants played the “Change pro” game simulation. In that game, each player is a “consultant” engaged to roll out a sustainability initiative in a company. The consultant has 120 days to do so by building the right networks, using the right tools in the right order. See <http://www.learningways.com/changepro.html>



A presentation was then provided by Corey Billington on the game findings and the more general learning about leading and implementing change in companies through the right networks. See Presentation 3.



Cocktails and Dinner

Cocktails and dinner were offered to the participants.



DAY TWO

Introduction

Tania Braga explained that yesterday's training was geared towards "sustainability change agents" while today's training is geared towards "mainstream managers" willing to learn more about SA and how to build the business case around it.

Module 3: Setting the context for SA

The module started with an interactive "Myth buster" session aimed at identifying common myths associated with sustainable agriculture and food production. The session was filmed in order to be able to re-use the material in future trainings.



A presentation was then provided by Aileen Sommers on why you should be active in addressing SA challenges. Comments were provided by the participants on ways to improve the presentation, including: showing connectivity with the business; reducing the number of issues addressed; being pro-active rather than defensive and showing opportunities for the business. [See Presentation 4.](#)

Module 4: The business case for SA

Aileen Sommers presented a structured framework on how to build the business case in food companies. [See Presentation 5.](#)

Participants then split in smaller groups to identify how various stakeholders act as transmission belts for SA issues, and which of these issues are value drivers for companies. Comments were given on how to improve this activity. Each team presented a final "elevator speech" on why every food company should integrate SA into its business strategy. The best speech was given by Richard Burkinshaw from Kellogg's.



Module 5: SAI Platform

Emeline Fellus provided a presentation about SAI Platform, its structure, activities and main deliverables of interest to member companies. [See Presentation 6.](#) As a follow-up, Carlo Galli from Nestle and Gail Smith from Unilever presented success stories of SA implementation: one at "project level" with the implementation of drip irrigation techniques for tomato production in Italy, and one at company level with the use of farmer field schools to ensure supply of sustainably grown Tea in Kenya.



Members then split in smaller groups to study the Platform's added-value for their companies.

Conclusion

Peter-Erik Ywema thanked everybody for their contribution. Inputs received during the workshop, including detailed evaluation sheets, will be used for the development of the final training material in the course of 2010. We will keep everyone informed.