This case was prepared by Michael Gunderson, associate professor and associate director of research, and Wes Davis, graduate assistant, Center for Food and Agricultural Business, Purdue University. The authors would like to thank Cargill Premix & Nutrition, particularly Heather Imel, vice president of human capital, Cargill Premix & Nutrition North America. The case is a basis for class discussion and represents the views of the authors, not Purdue University. No part of this publication may be reproduced or transmitted in any form without written permission from Purdue University.
In early 2016 Charles Shininger, managing director for Cargill Premix & Nutrition North America, takes part in a leadership meeting with other business unit managers and platform leaders at Cargill’s global headquarters in Minneapolis. Having just completed a successful quarter, he looks forward to reviewing the global enterprise’s performance and discussing business plans for the year.

As the meeting begins, the global executive team of nine corporate officers discusses overall performance. Cargill has experienced declining annual operating earnings since 2011 (Exhibit 1). Some business units have performed well; however, changing customer preferences, political and regulatory uncertainty, macroeconomic challenges, and reinvented customer business models have eroded overall enterprise earnings and led the global executive team to consider what changes are necessary to reclaim performance.

In response to these issues, the team has implemented several strategic modifications, including a Human Resources Transformation initiative designed to change how human resources delivers services and solutions to the business. The transformation, referred to internally as the Human Resources Transformation, is rooted in supporting the Cargill Game Plan for Success (Exhibit 2) and designed to help enable the firm’s people strategy.

At a practical level, the HR Transformation is focused on redefining the Human Resources organizational model, supporting the rollout of a common technology for data management, and improving service delivery through Cargill Business Services (CBS), an internal team for shared global services.

Financial results indicate a need to think and act differently

**Exhibit 1:** Over the last six years, operating earnings have been suppressed compared to FY 2011. *Source: Cargill*
The executive team discusses how the Human Resources Transformation will occur and the timeline for executing it. As the meeting concludes, Charles travels back to Cargill Premix & Nutrition’s headquarters in Brookville, Ohio, and begins to consider what this transformation means for the North American business unit and team. While he looks forward to the changes coming in HR, he is concerned about the impact on business performance and the staff. He also begins to consider how he and Heather Imel, vice president of human capital, Cargill Premix & Nutrition North America, will execute the North American business unit transformation.

Corporate Overview: Cargill

Cargill began operations in 1895 as a grain elevator in northeastern Iowa. Over the next 150 years, Cargill became the largest privately owned company in the United States and one of the world’s largest agribusinesses (Exhibit 3). Today Cargill is a significant player in food, agriculture, and financial and industrial products and services (Exhibit 4) and employs nearly 150,000 people in 70 countries.

Cargill Sales and Other Revenues by Destination

<table>
<thead>
<tr>
<th>Region</th>
<th>Fiscal 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>39%</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>26%</td>
</tr>
<tr>
<td>Europe, Middle East, and Africa</td>
<td>23%</td>
</tr>
<tr>
<td>Latin America</td>
<td>12%</td>
</tr>
</tbody>
</table>

Exhibit 3: Cargill operates in over 70 countries and has geographically diverse revenue streams. Source: Cargill 2016 Annual Report
Four operating groups comprise the global agribusiness and build on its ability to manage supply chains and mitigate risk across commodity markets (Exhibit 5). Cargill’s broad corporate structure has also oriented individual business platforms and units toward specific markets and customer categories within the agricultural and commodity value chains.

Maintaining private ownership has fueled much of Cargill’s recent growth. The Cargill and MacMillan families, who own 88 percent of the business, dedicate 80 percent of the company’s net income to retained earnings annually for reinvestment. Redeploying the cash as investments has helped scale global operations and led management to invest in adjacent business opportunities within agricultural and commodity value chains. Cargill has also been noted for making deals when an economic downturn would discourage other would-be acquirers. Using this approach, scaling and adjacency investments have been executed through new and joint ventures, mergers, and acquisitions. While these activities have been notable sources of growth for Cargill, management has also closely monitored business performance and sought organic growth as well.

In addition to financial metrics, Cargill has developed its own definition of success that monitors progress towards the company’s purpose and vision.

**We are successful when:**

- Customers prefer us
- Communities welcome us
- Employees choose us
- Owners earn an attractive return from a business that makes them proud

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**Exhibit 4:** Cargill operates across several sectors throughout the agricultural supply chain. Nearly all transactions are business-to-business sales.

*Source: Cargill.com*
Animal Nutrition & Protein delivers customized animal nutrition products and services to commercial producers in aqua, beef, dairy, pork, poultry and pet food. The segment also provides a full range of meat and poultry products to food manufacturers, foodservice companies and retailers, and industrial customers. Business units:

- Cargill Aqua Nutrition
- Cargill Feed & Nutrition
- Cargill Poultry
- Cargill Premix & Nutrition
- Cargill Protein

Food Ingredients & Applications serves food manufacturers, and foodservice companies and retailers with food and beverage ingredients, specialty ingredients, and food applications and services. The segment also provides raw materials for animal nutrition and industrial applications. Business units:

- Cargill Asia Pacific Food & Bio-Industrial
- Cargill Cocoa & Chocolate
- Cargill Global Edible Oil Solutions
- Cargill Industrial Specialties
- Cargill Malt
- Cargill Salt
- Cargill Starches, Sweeteners & Texturizers
- Ardent Mills (Joint Venture)

Origination & Processing connects producers and users of grain, oilseeds, and other agricultural commodities through origination, processing, marketing, risk management, and distribution capabilities and services. It also provides basic and customized farm services and products to producers. Business units:

- Cargill Agricultural Supply Chain Asia Pacific
- Cargill Agricultural Supply Chain Europe, Middle East, Africa
- Cargill Agricultural Supply Chain North America
- Cargill Agricultural Supply Chain South America
- Cargill Cotton
- Cargill Tropical Palm
- Cargill World Trading
- Alvean Sugar (Joint Venture)
- Frontier Agriculture LTD (Joint Venture)
- Cargill Sugar & Ethanol Brazil (Joint Venture)

Industrial & Financial Services provides Cargill customers and the company with physical products and risk management in energy, metals, and ocean freight, and offers asset-management products and services through an independently managed subsidiary. Business units:

- Cargill Metals Supply Chain
- Cargill Ocean Transportation
- CarVal Investors LLC
- Cargill North America Power & Gas

Exhibit 5: Four operating groups comprise Cargill’s diversified operations across the food and agriculture supply chain. Source: Cargill.com
The Cargill Game Plan for Success translates this definition into five core tenets. The plan is intended to guide employee behavior and decisions at all levels of the organization and bring focus to the actions necessary for Cargill to achieve success. Those tenets are:

1. **Lead in Our Markets:** Lead and grow in the markets we serve by delivering what customers need to be successful and doing it better than anyone else.

2. **Do the Ordinary Extraordinarily Well:** Fuel our growth by doing the basics well and delivering consistently on our commitments.

3. **Use Size to Our Advantage:** Make our size a positive by taking a common approach where it makes sense and using our collective knowledge for the benefit of our customers.

4. **Unleash Our People’s Potential:** Create a safe and inclusive work environment in which our colleagues can learn, develop and contribute to our success.

5. **Be the Most Trusted Partner:** Be the most ethical and trusted source of sustainable products and services, differentiating Cargill in a way that drives our performance.

**Business Unit Overview: Cargill Premix & Nutrition**

**Organizational Structure, Strategic Objective and Business Unit Focus**

Cargill Premix & Nutrition is a leading global nutrition products and services provider for beef, dairy, poultry, and swine. Within the global enterprise, the business unit is one of three core animal nutrition businesses in Cargill’s Animal Nutrition & Protein platform. It operates six plants in the U.S., where it provides low-inclusion nutrition additives, technical services, technology licensing, software, and management services. Premix & Nutrition also leverages the Cargill global network for research, technical knowledge, and software expertise to deliver full-scale research, management, and nutrition solutions for animal producers. The business unit was established after Cargill acquired Provimi, a Dutch animal nutrition business, in August 2011.

**Historical Context of Cargill Premix & Nutrition**

At the time of purchase, the European private equity firm Permira owned Provimi. As a pure-play business in animal nutrition, Provimi focused heavily on increasing market share and growing its international presence. In 2006, Provimi extended its presence in the North American market by purchasing AKEY, a family-owned premix and nutrition business in Brookville, Ohio. AKEY had a 43-year history of sound, research-backed products and
prided itself on premier partnerships and customer service. Through organic growth and acquisitions, the business grew its portfolio offerings in beef, dairy, swine, and poultry. Following the acquisition, AKEY operated as a subsidiary and took responsibility for several minor business units Provimi already operated in North America. Today the original AKEY office in Brookville, Ohio, serves as the North American headquarters for Cargill Premix & Nutrition. Many of the original staff from AKEY remained through the Provimi ownership period and Cargill acquisition.

Acquiring a Global Premix and Nutrition Leader

Cargill acquired Provimi for US $2.14 billion. At completion, the acquisition represented the largest to date for the global agribusiness. Included in the sale were Provimi’s operations in 26 countries and 7,000 employees. Ton van der Laan, Provimi’s chief executive, stated the businesses were “largely complementary.” There were three notable reasons for Cargill’s acquisition of Provimi:

1. **Further processing commodities would allow Cargill to capture more value from final goods.** Since its inception, Cargill has built a core competency in optimizing operational performance. The business excels at managing risk, originating and delivering raw goods to the processing destination, and processing the goods into final products. However, the firm recognized the changing landscape of the global agricultural market. As in most highly competitive commodity markets, margins grow ever smaller as production practices and technology reduce the real-price profits of commodities over time. Seeking to escape this headwind, Cargill began further processing and adding value to raw commodities to capture a higher proportion of the final product profits. An extension of those efforts was the Provimi acquisition, which would use the global supply chain network and generate synergistic returns with other Cargill business activities in the animal nutrition sector.

2. **Cargill saw the Provimi acquisition as an opportunity to obtain key resources that are necessary to compete in the global low-inclusion additive market.** While Cargill had been involved in the finished feed market for several decades, the business was not highly competitive in the low-inclusion additive and services segment. Cargill had partially entered this segment in the early 2000s but struggled to hold large market share and fully capture market value. While Cargill’s key strength has been its
ability to optimize operational performance, the low-inclusion product and services market required a different mix of resources than most Cargill business units. To be competitive, Cargill would need exceptional human capital, technical knowledge, and innovative product and service portfolios all tailored to the low-inclusion additive and services segment. The segment also requires a high degree of institutional knowledge and an ability to maintain, expand, or dislodge current customer relationships in highly developed markets. Cargill leadership saw the Provimi acquisition as a more economical and strategic option for attaining the resources necessary to win in the segment, as they have struggled to develop these resources internally.

3. **Development in emerging and mature economies will alter the animal nutrition market.**

Cargill recognized that the global demand for proteins will increase significantly in both the short and long term. As global economies develop, the global middle class is expected to expand and overall incomes to increase over the next several decades. Empirical evidence indicates that one of the first outcomes of rising middle class income is increased protein consumption. To capture value and further profit from this shift, Cargill began focusing on increasing its animal nutrition portfolio.

Additionally, as economies mature and infrastructure is developed, animal production operations tend to focus more on purchasing low-inclusion additives like those Provimi provided to mix their own finished feeds as opposed to purchasing finished feeds like those Cargill produced. This major shift had led Cargill to lose market share in the U.S. and European finished feed markets. Acquiring Provimi allowed Cargill to be positioned for success in the mature U.S. and European markets and have a presence in maturing markets not yet as reliant on low-inclusion additives.

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**Cargill Premix & Nutrition and Its Environment**

**Industry Definition**

The premix and nutrition market includes specific products across such categories as micro-ingredients, trace minerals, vitamins, amino acids, fats, additives, enzymes, and premixes. Common services include diet formulation, production management, technical development, risk management, feed mill management software, and commercial nutrition expertise.
Key Success Factors
Several key success factors are necessary to produce a sustainable and competitive position in the premix and nutrition market:

1. **Effective quality control and technical knowledge**
   Product quality and safety determine manufacturers’ credibility and reputation. Eliminating or reducing anomalies using technical and industry knowledge helps ensure repeat customers and yields valuable customer relationships.

2. **Production of premium goods and services**
   Products that specifically target animal health or address specific conditions of an animal’s life cycle demand a premium. Farmers are usually willing to pay the premium if they have confidence the product works as advertised.

3. **Access to high-quality inputs**
   Purchasing agricultural inputs from healthy yields ensures maximized end-product quality. Long-term contracts with growers can help ensure access to such inputs.

4. **Economies of scale**
   The scale and breadth of production largely determines marginal costs while also impacting the volume a producer is able to supply, which is a key determinant of market-share success.

5. **Compliance with government regulations**
   The industry operators must comply with ever-evolving USDA and FDA regulations regarding health and safety. Compliance also helps build credibility and bolster a firm’s reputation.

Common Industry Trends
Four major trends are challenging long-term market conditions and altering competitive dynamics:

1. **Major global and regional players** — Cargill, Archer Daniels Midland (ADM), Purina Animal Nutrition, JBS United, and Nutreco — lead segment activity.

2. **Consolidation** over the last three decades has created a highly concentrated market and increased the capital intensity of entering new markets and competing against established market participants.
3. **Digital insights** for customers is commonly seen as a market opportunity for established players. Several are developing in-house capabilities and/or partnering with other organizations to create digital platforms.

4. **Frequent product launches** require competitors to leverage their human capital and technical expertise to find innovative and competitive solutions for customer problems.

### Human Resources and Talent Management at Cargill Premix & Nutrition

#### Current Employment Profile
Cargill Premix & Nutrition employs 450 individuals in seven locations. Employees are classified into one of eight functional roles: building/operation maintenance, research & development, sales, supply chain, marketing, finance, administrative services, and food safety quality. Compared to other business units, Premix & Nutrition has the highest professional employee headcount due to its highly technical product and service offerings. Although employees are sourced through several channels, the rate of female and U.S. minority employees is below Cargill’s 2015 internal benchmark levels (Exhibit 6).

#### State of Talent Management
Since the Provimi acquisition, Cargill has been working to transform the culture and more closely align it to that of the global enterprise. Part of the culture realignment has focused on generating a more practical view of human resources.

In the past, HR has been viewed as an administrative and internally focused function rather than a value-adding one. Provimi and AKEY were immensely successful businesses, with little evidence or motivation to change the human resources function. Today there is also a perception that Cargill’s global human resources function serves as rule-keeper and is largely distanced from everyday employees. The future also may bring the need for flexible and alternative work options for employees who may not want to move or travel to Brookville, Ohio, on a daily basis. Leaders noted that current employees may be hesitant and unreceptive to this change in workforce policy.
Within Cargill, strategy development is largely the responsibility of the global enterprise leaders. The strategy is then translated to Cargill Premix & Nutrition to be executed. Although this balance allows Cargill to align its business units to capture strategic and market opportunities, it sometimes creates issues for business unit leaders who may not always have the capabilities, resources, or human capital to fully deploy the strategy. To overcome this pitfall, Cargill Premix & Nutrition annually collaborates with a global team to perform an organizational review that assesses its performance and capability for strategy execution. This process helps identify resources necessary to execute a strategy but stops short of developing the execution plan for gaining those resources—a role traditionally held for business units to perform. Included in the organizational review process is strategic workforce planning. This process aims to solidify and identify the skillsets, capabilities, and employees needed in the next 24-36 months. The process also sparks conversations about the long-term talent pipeline and generates dialogue about potential long-term scenarios for the business unit.

**Talent Acquisition**

Cargill Premix & Nutrition has traditionally recruited using the brand name Provimi. While the brand has high recognition in international agribusiness, leaders noted that not as
much brand equity exists in North America with respect to recruiting. Recruiting as Provimi also brings with it the “brand within a brand” challenge, because Cargill wholly owns and operates the business. While weaker brand recognition may be overcome through the Human Resources Transformation, talent acquisition still poses a challenge for the leadership team.

In the past, managers within Cargill Premix & Nutrition were highly involved in the recruiting process; they were responsible for sourcing candidates, reviewing application materials, and conducting multiple rounds of interviews. Over time, the managers’ role in talent acquisition was mitigated. Managers who experienced this change are concerned, because they understand the efficiencies these changes present but do not want to lose the “secret sauce” that led to their strong business performance in the past. This concern is especially notable given Cargill Premix & Nutrition’s unique talent needs compared to other Cargill business units. Leaders are also concerned they may not be doing enough to interact with young talent. Several cite potential talent-acquisition strategies less widespread in Cargill, such as sponsoring research or funding university graduate students.

**Performance Management**

Employee performance management has been cited as a global opportunity within Cargill. Overall performance-management techniques have focused less on creating standards at the global enterprise level and more on generating accountability at the business unit level through business unit performance and engagement management data. This may result in a gap between the performance metrics used to evaluate individual employee performance and business objectives. Ownership of performance management has also been a struggle for Cargill Premix & Nutrition. Some managers believe human resources should handle performance management. This includes establishing scales for performance bonuses, coaching direct reports on their performance, and helping direct reports navigate established career paths in Cargill Premix & Nutrition and the Cargill family of businesses. While some leaders balk at taking this on, others embrace it as an opportunity to fully lead their teams and drive intentional growth within their ranks. Leaders also noted that, due to the career pathways within Cargill, top performers could be locked into their current roles because they are considered too valuable to leave their position.
Engagement & Retention

Engagement and retention has not historically been a concern for Cargill Premix & Nutrition, because it has largely kept pace with other firms in the industry. In 2013 and 2015, Cargill conducted an engagement survey that yielded results on how Premix & Nutrition compared to the other global business units. Premix & Nutrition’s performance index in 2015 was on track with global benchmarks; however, only 54 percent of employees said they believed action had been taken following the 2013 survey.

To more clearly understand engagement levels in 2016, the Premix & Nutrition leaders conducted their own engagement survey and asked what one change would improve employees’ effectiveness. Employees cited communication as the number-one action item, followed by IT (Exhibit 7). From these action items, employees could make more specific recommendations as to how their working conditions could be improved (Exhibit 8).

Employees also cited changes that could improve their engagement. Over half of those surveyed indicated management/leadership or communication would most improve their level of engagement (see Exhibit 9).

For the most recent quarter, turnover was above trend for the first time in FY 2017. Recent company policy changes
for personal car use, cell phones, and expenses may be causing turnover to spike. The business leaders believe other recent change-management initiatives linked to global change initiatives and the post-merger integration may be compounding turnover (Exhibit 10).

Succession Planning
The distribution of employee age and tenure is another concern for the Cargill Premix & Nutrition leaders. They acknowledge that the business needs many older employees with more technical, research, and academic experiences; however, age distribution is skewed toward people 50 years and older — ages when employees in agribusiness tend to consider retiring. This poses challenges not only for succession planning but also for current client relationships. Several large clients have 20- to 30-year relationships with the business, and managing these relationship transitions without an adequate number of 30- to 40-year-old employees is a challenge. Transferring institutional knowledge of clients and trade secrets could
also be threatened; and while Cargill is working to build a workforce capable of succeeding current leaders, several positions still lack critical successors (Exhibit 11). The business leaders also note that customers face similar challenges with respect to workforce planning and retirement.

Exhibit 11: The number of leaders with less than three successors able to take over their position presents a potential challenge and significant risk for Cargill Premix & Nutrition. 
Source: Cargill

Transforming the Human Relations Function

Roots of the Transformation Process
After six years of suppressed annual operating earnings (see Exhibit 1) and faced with the reality of challenging market conditions (Exhibits 12, 13, 14), the executive team began to consider what changes were necessary to regain and surpass previous performance levels.

The strategic objectives outlined in Cargill’s definition of success and the Game Plan for Success were fertile ground for potential changes and performance optimization initiatives. After examining historical and projected performance, the executive team developed a strategic transformation plan intended to regain annual operating earnings and more effectively execute their overall enterprise strategy. The transformation would position the 150-year-old agribusiness to successfully navigate market headwinds, including changing customer preferences, political and regulatory uncertainty, macroeconomic challenges, and reinvented customer business models.
Exhibit 12: Unlike the past decade, agricultural prices are anticipated to increase at a much more moderate pace. This could hinder further revenue growth and pose additional challenges for Cargill.  
Source: IBISWorld Business Environment Profiles

Exhibit 13: The World Feed Price Index has risen sharply since 2000, in large part due to rapid industrialization in emerging markets and increased crude oil prices. As demand slows in emerging markets and the demand for biofuel stabilizes, the index is expected to grow at an annualized 0.97 percent.  
Source: IBISWorld Business Environment Profiles

Exhibit 14: Reduced supplies and higher corn demand for biofuels and livestock fueled increases in corn prices since 2004. While corn price is highly volatile and difficult to predict, projections for demand and supply point toward more stable, but lower, corn prices.  
Source: IBISWorld Business Environment Profiles
Dave MacLennan, chairman and chief executive officer, and Marcel Smits, executive vice president, chief financial and compliance officer, discussed the strategic transformation in Cargill’s 2016 Annual Report:

We’ve re-envisioned the path to future growth by simplifying our leadership and organizational structure. We replaced the former two-tiered leadership structure with a smaller executive team that represents Cargill’s major lines of business and key functions and is responsible for strategic direction, portfolio management, capital allocation and talent development. We initiated a cross-company move toward fewer, larger business groups to speed decision-making, increase accountability and take better advantage of Cargill’s global reach.

We focused companywide on competitive excellence — everything from running our plants and supply chains more efficiently to improving how we deliver services to our businesses. With this leaner, more direct structure, we are better positioned to meet customers’ emerging needs.

One component of the Cargill strategic transformation was the Human Resources Transformation, an initiative intended to better position the human resources function as a steward of human capital and stronger contributor to overall business performance. After consultation with an external firm, the leaders determined that more than half of human resources spend was occurring at the business unit level (Exhibit 15).

Exhibit 15: Evaluating duplicated processes and capturing economies of scale across the global enterprise could reduce overall global human resources spending. Source: Cargill

The study also indicated that, compared to its peers, Cargill had a higher-than-average number of human resources employees per full-time employee (Exhibit 16). The leaders sought to reduce these costs and better align talent management with long-term enterprise strategy.
Organizational Structure and Functional Roles

The Human Resources Transformation will result in three new operating groups with the intent to capture the value of human capital within the global enterprise (Exhibit 17).

A notable difference is that human resources functions currently delivered by Centers of Expertise and Business Human Resources Leaders will be delivered by Global Human Resources Solutions. This will result in the three new operating groups having their own unique functions and internal client groups (Exhibit 18).

Centers of Expertise

Two Centers of Expertise (COE) within the global Cargill enterprise will provide thought leadership, strategies, and solutions to enable higher performance in all Cargill businesses and functions. The Global Talent and Performance COE will enable Cargill to build a culture of high performance by developing talent, leadership, and organizational capabilities. This team will also design and develop solutions that businesses and operating teams can implement globally. The Global Total Rewards COE will provide the strategy and programs to deliver on Cargill’s strategic choice that total rewards are understood by all employees and that they enable Cargill to compete for top talent.
Business Human Resources

The Business Human Resources group will be the strategic partner for enterprises, functions, groups, and businesses. It will manage strategic resources that work with key business leaders to identify and understand business issues and the implications on talent, capabilities, team dynamics, decision-making, and restructuring. This group will be responsible for developing a people strategy that will deliver business results. Business Human Resources Leaders will also develop people strategies and translate them into plans that will use capabilities and skills across the human resources operating model. Heather will serve in this role within Cargill Premix & Nutrition.

Global Human Resources Solutions

The Global Human Resources Solutions group interfaces with Cargill’s businesses and functions by providing human resources services and solutions to managers and employees. The group is intended to raise the overall performance of the organization by delivering human resources solutions through expert consulting and operations, and executing strategic human resources projects. This will address business and function challenges while leveraging Cargill’s size to make processes efficient and effective.

Looking Forward: Executing the HR Transformation

As Charles returns to headquarters, he has an opportunity to talk with Heather about the changes coming in the human resources function. They both welcome the opportunity to focus more heavily on human capital — an essential component of their business unit. They both also recognize the cultural changes and business modifications that they and the
staff have experienced since Cargill acquired Provimi. Being part of the global enterprise has expanded their ability to integrate into a global business network and have infrastructure and resources at a global scale. However, the integration also added a level of complexity and concern to how their team will react. Backed with these resources and with the opportunity to further leverage their human capital, they are optimistic yet cognizant of the effect these changes could have on their business and employees.

They both remain optimistic about the possibilities stemming from the Human Resources Transformation process, but several questions still linger: How will the Human Resources Transformation impact the business? What potential frustrations could arise from changes in human resources? How do the changes in human resources directly link to the performance of the Premix & Nutrition business unit? How do managers and leaders need to transform based on the implications of the Human Resources Transformation initiative? Are there other opportunities to transform talent management within Premix & Nutrition along with the global Human Resources Transformation?
Discussion Questions

1. How will the Human Resources Transformation impact the business?

2. What potential frustrations could arise from changes in human resources?

3. How do the changes in human resources directly link to the performance of the Premix & Nutrition business unit?

4. How do managers and leaders need to transform based on the implications of the Human Resources Transformation initiative?

5. Are there other opportunities to transform talent management within Premix & Nutrition along with the global Human Resources Transformation?