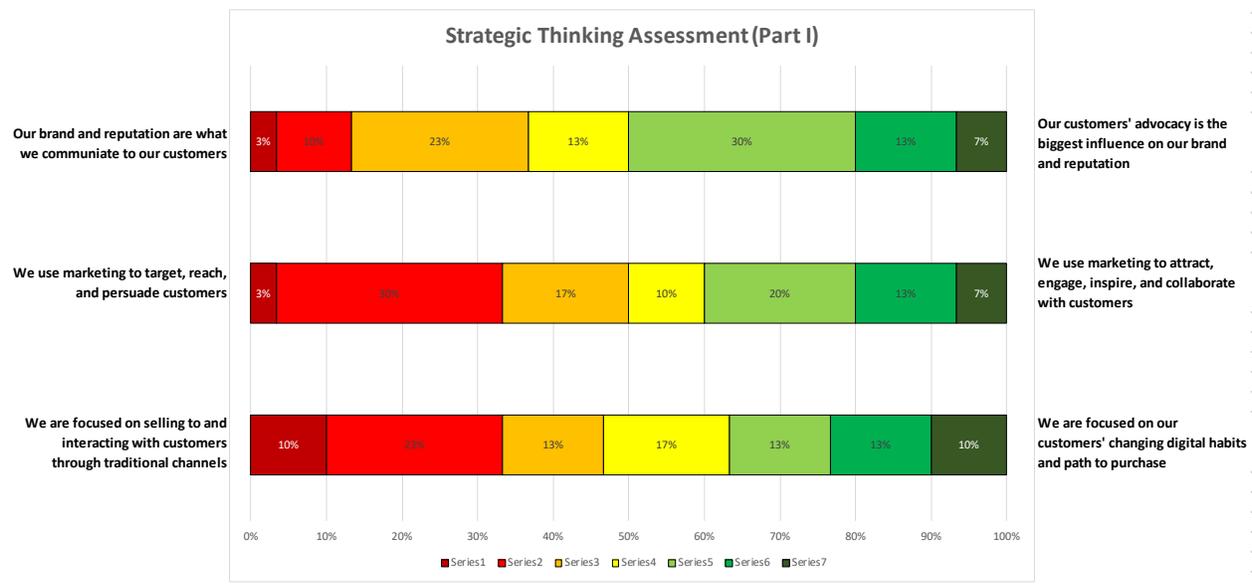


## Customers

David Rogers suggests there are a number of changes in customer interactions in the digital age that we should consider. These include:

1. Recognizing our customers as a dynamic network that interacts with our brands and among each other.
2. Embracing two-way communication strategies rather than the traditional one-way communication in marketing.
3. Leveraging customers as key influencers of new customers rather than traditional sales and marketing assets.
4. Shifting marketing strategies to generate strong loyalty and advocacy of the brand and focus on inspiring rather than persuading purchases.

As the digital age becomes more pervasive in our food and agribusiness customer world, how will we close the gap between our pre-digital ways of engaging with customers and the newer digital ways?

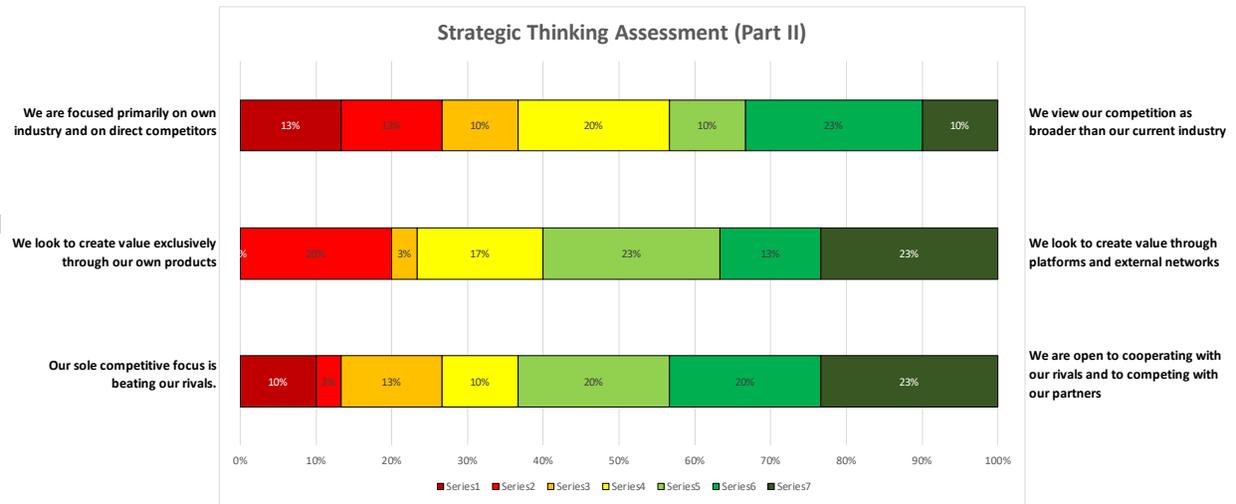


## Competition

David Rogers suggests there are several changes in competitor interactions in the digital age that we should consider. These include:

1. Recognizing competition across traditional and non-traditional industry boundaries — we may see competitors emerge from industries that have not traditionally been part of our markets.
2. Redefining partners and rivals as the delivery of value may challenge the status quo as partners begin to consider serving customers directly.
3. Seeking opportunities to cooperate with competitors in key areas rather than focusing only on the zero-sum game of who wins and who loses.
4. Developing shared platforms with partners to exchange value in addition to the traditional focus of products and services.

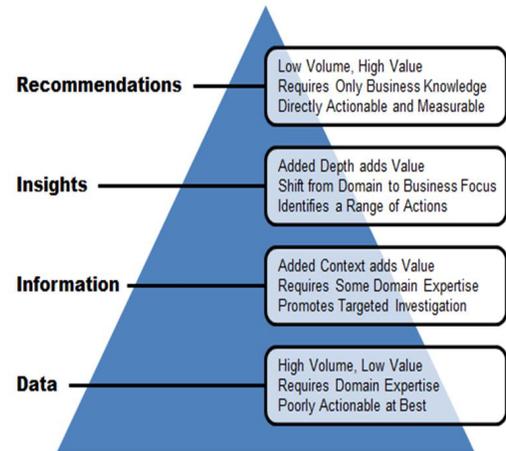
How do we think about partnering in this complicated new digital world? What parameters are most important to get right if we want a partnership to be successful? What capabilities do we need to build to be effective at collaborating with our rivals?



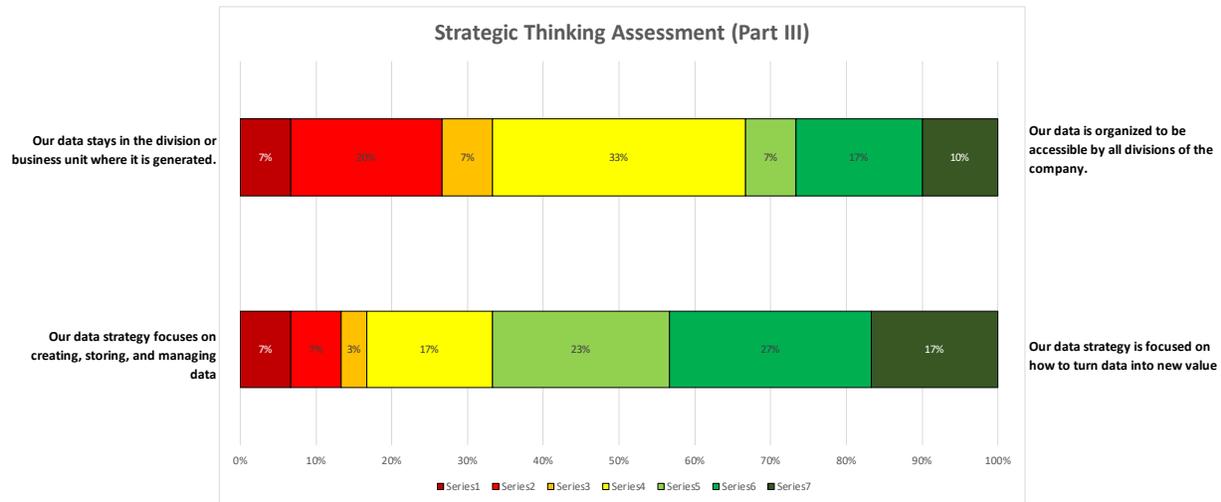
## Data

David Rogers suggests there are several changes in data in the digital age that we should consider. These include:

1. Recognizing that data is generated everywhere, not just inside the firm.
2. Leveraging business process data, product/service data and customer data to create new value is one of today's key differentiating capabilities.
3. Building capabilities to utilize unstructured data (text from social media, photos, maps, etc.) is an increasingly crucial element of data analysis that can create a competitive advantage.
4. Making data readily available across the organization improves chances for new insights and value to be created.
5. Managing your firm's data as a strategic intangible asset that should be continuously developed, protected and deployed enhances the firm's strategic position.



Where do you think today's industry falls in this pyramid? What are the key constraints preventing us from getting to more insightful recommendations from our data?

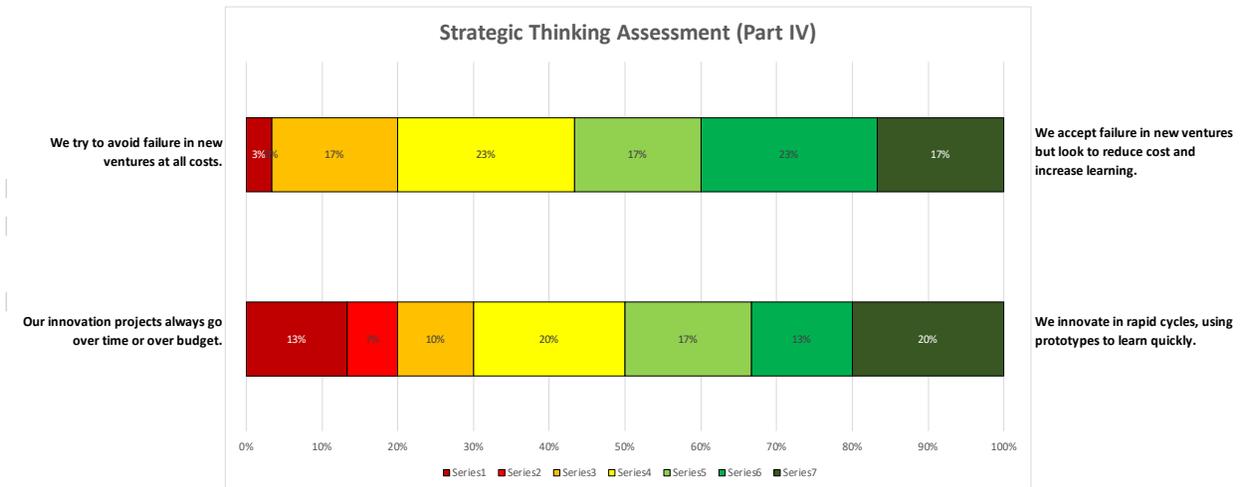


## Innovation

David Rogers suggests there are several changes in innovation in the digital age that we should consider. These include:

1. Innovation increasingly comes through testing and validation, not intuition and seniority.
2. Digital technology allows testing of concepts to be cheap, fast, and easy.
3. Experiments can and should be performed by everyone frequently, not occasionally by experts. Using digital technology to frequently interact with customers and constituencies allows everyone in the organization the opportunity to test ideas and realize potential innovations.
4. Innovation should focus on solving the right problem, not finding the right solution. Using digital technologies to attain rapid feedback on innovations as they develop helps focus on the right problem.
5. Failure should be an accepted part of innovation, but fail fast and fail cheap by leveraging digital technology to get rapid feedback from customers.
6. Focus on minimum viable prototypes, not the finished product. This approach allows for continuous learning and co-value creation with customers.

Are we leveraging our digital capabilities to be more innovative? Are there cultural barriers that make the shift to minimum viable prototypes, rapid cycle testing and failure as a learning exercise difficult for us to implement?



## Value

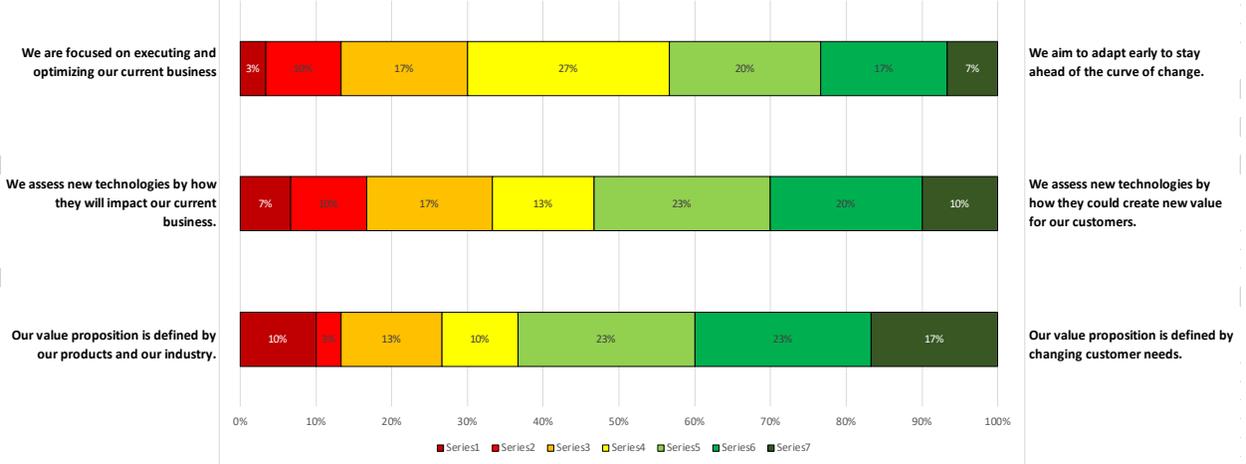
David Rogers suggests there are several changes in value strategies in the digital age that we should consider. These include:

1. Value creation is becoming more defined by changing customer needs than the industry we compete in.
2. The focus of execution is shifting from refining the current value proposition to uncovering the next opportunity for customer value.
3. Rather than focusing on optimizing our current business model for as long as possible, we should be challenging ourselves to think about how or what business model adjustments we need to make in order to stay ahead of the curve.
4. As we face increasing changes, our focus should be on the opportunity to create the next business rather than solely on how this affects the current business.
5. The success we have experienced in the past should not lead us to complacency. Instead, we should remain vigilant in understanding how value is changing and what we must do to survive.

Are we diligently pursuing an understanding of the “jobs” our customers are trying to accomplish today and how they may be changing? Do we have business processes in place to document pains and gains our customers experience in accomplishing these “jobs”?

There is constant pressure in our industry to get better in execution, reduce supply chain costs, improve asset utilization, etc. Are these operational, internally-focused, current business model optimization strategies helping or hindering our ability to adjust value propositions to a changing customer environment?

### Strategic Thinking Assessment (Part V)



We are focused on executing and optimizing our current business

We aim to adapt early to stay ahead of the curve of change.

We assess new technologies by how they will impact our current business.

We assess new technologies by how they could create new value for our customers.

Our value proposition is defined by our products and our industry.

Our value proposition is defined by changing customer needs.