

APPENDICES

CATALYZING COLLABORATION FOR THE FUTURE OF FOOD

MASTER THESIS
STRATEGIC PRODUCT DESIGN

YNHI NGUYEN

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IDE Master Graduation

Project team, Procedural checks and personal Project brief

This document contains the agreements made between student and supervisory team about the student's IDE Master Graduation Project. This document can also include the involvement of an external organisation, however, it does not cover any legal employment relationship that the student and the client (might) agree upon. Next to that, this document facilitates the required procedural checks. In this document:

- The student defines the team, what he/she is going to do/deliver and how that will come about.
- SSC E&SA (Shared Service Center, Education & Student Affairs) reports on the student's registration and study progress.
- IDE's Board of Examiners confirms if the student is allowed to start the Graduation Project.

! USE ADOBE ACROBAT READER TO OPEN, EDIT AND SAVE THIS DOCUMENT

Download again and reopen in case you tried other software, such as Preview (Mac) or a webbrowser.

STUDENT DATA & MASTER PROGRAMME

Save this form according to the format "IDE Master Graduation Project Brief_familyname_firstname_studentnumber_dd-mm-yyyy". Complete all blue parts of the form and include the approved Project Brief in your Graduation Report as Appendix 1 !

family name	<u>Nguyen</u>	<u>5278</u>	Your master programme (only select the options that apply to you):
initials	<u>Y.N.</u>	given name <u>Ynhi</u>	IDE master(s): <input type="radio"/> IPD <input type="radio"/> Dfl <input checked="" type="radio"/> SPD
student number	<u>4439473</u>		2 nd non-IDE master: _____
street & no.	<u>↓</u>		individual programme: _____ (give date of approval)
zipcode & city	<u>↓</u>		honours programme: <input type="text" value="Honours Programme Master"/>
country	<u>↓</u>		specialisation / annotation: <input type="text" value="Medisign"/>
phone	<u>↓</u>		<input type="text" value="Tech. in Sustainable Design"/>
email	<u>↓</u>		<input type="text" value="Entrepreneurship"/>

SUPERVISORY TEAM **

Fill in the required data for the supervisory team members. Please check the instructions on the right !

** chair	<u>Sylvia Mooij</u>	dept. / section:	<u>DOS/MCR</u>
** mentor	<u>Bart Bluemink</u>	dept. / section:	<u>DOS/MOD</u>
2 nd mentor	<u>Jolenthe Janssen</u>		
	organisation: <u>Accenture</u>		
	city: <u>Amsterdam</u>	country:	<u>The Netherlands</u>
comments (optional)	⋮		

Chair should request the IDE Board of Examiners for approval of a non-IDE mentor, including a motivation letter and c.v.

! Second mentor only applies in case the assignment is hosted by an external organisation.

! Ensure a heterogeneous team. In case you wish to include two team members from the same section, please explain why.

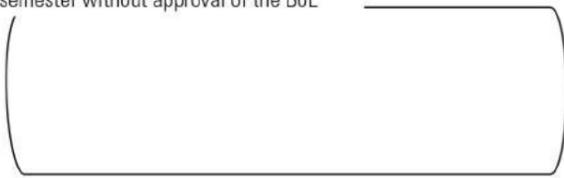
APPROVAL PROJECT BRIEF

To be filled in by the chair of the supervisory team.

chair Sylvia Mooij date 27 - 09 - 2021 signature 

CHECK STUDY PROGRESS

To be filled in by the SSC E&SA (Shared Service Center, Education & Student Affairs), after approval of the project brief by the Chair. The study progress will be checked for a 2nd time just before the green light meeting.

Master electives no. of EC accumulated in total: 30 EC YES all 1st year master courses passed
 Of which, taking the conditional requirements into account, can be part of the exam programme 30 EC NO missing 1st year master courses are:
 List of electives obtained before the third semester without approval of the BoE 

name C. van der Bunt date 28 - 09 - 2021 signature 

FORMAL APPROVAL GRADUATION PROJECT

To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked **. Next, please assess, (dis)approve and sign this Project Brief, by using the criteria below.

- Does the project fit within the (MSc)-programme of the student (taking into account, if described, the activities done next to the obligatory MSc specific courses)?
- Is the level of the project challenging enough for a MSc IDE graduating student?
- Is the project expected to be doable within 100 working days/20 weeks?
- Does the composition of the supervisory team comply with the regulations and fit the assignment?

Content: APPROVED NOT APPROVED
 Procedure: APPROVED NOT APPROVED
 comments

name Monique von Morgen date 11 - 10 - 2021 signature _____

Collaboration for responsible innovation in the value food chain project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date 21 - 09 - 2021 15 - 02 - 2022 end date

INTRODUCTION **

Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology, ...).

The context of this project lies in the value food chain of the agri-food industry. The agri-food industry is considered to be one of the most conservative when it comes to utilization of new technologies to optimize their processes. In many cases, digital transformation was neglected simply because there was low (or even no) understanding of how digitalization should become a part of the business [3]. With regard to the organization of the value food chain, innovation remains a difficult and complex process for the agri-food industry, mainly due to the number of actors involved in the food production [2].

However, innovation throughout the value food chain (figure 1) is desperately needed because the manufacturing, processing, retailing, packaging and transportation of food make a major contribution to air, soil and water pollution and GHG emissions. Additionally, it has a profound impact on biodiversity. As such, even though the EU's transition to sustainable food systems has started in many areas, food systems remain to be one of the key drivers of climate change and environmental degradation [5]. Furthermore, the COVID-19 pandemic has disrupted processes across all segments of the agri-food industry. These disruptions, one could say, have changed "the rules of the game", for example the risen interest in buying more locally. Such dynamic developments create opportunities for (digital) growth and innovation within the agri-food industry. Various stakeholders across the agri-food value chain have to prepare for structurally larger changes that will impact the sector, such as climate change and more stringent environmental regulation. The pandemic has accelerated the processes of necessary changes for the agri-food industry to innovate [3].

This project will be in collaboration with the Innovation department of the Strategy & Consulting service at Accenture (the Netherlands). The Innovation department wants to position themselves stronger in the agri-food industry. Accenture, a multinational consultancy, helps organizations deliver on the promise of sustainable value which is also part of Accenture's core values. For organizations to meet their customers' expectations and be truly sustainable they must ensure responsible business practices inside their own organization and across their entire value chain. Various services of Accenture help transform the organization's value chain for sustainable impact by helping to make every step of it intelligent and embedding those responsible business practices at every stage. Their priority areas on responsible value chains can be found in figure 2.

Together with Accenture, organizations can create solutions that benefit from end-to-end thinking and implementation at scale, in order to innovate disruptively in the value food chain to reduce the environmental impact of the agri-food industry. Due to the environmental urgency and to achieve the UN SDG's in 2030, organizations need guidance towards making concrete sustainable plans and to accelerate this process. The organizations who Accenture works with are large companies that work in a global network which affects a large number of people and regions. These global companies in particular can have a major positive impact on the societies in which they operate. For Accenture to provide this service towards their clients, more research and potential tools/services are needed to guide this process. When looking at opportunities, Accenture's extensive cross-industry knowledge and experience, their technology and innovation expertise, and their broad network can help this societal problem through organizational change.

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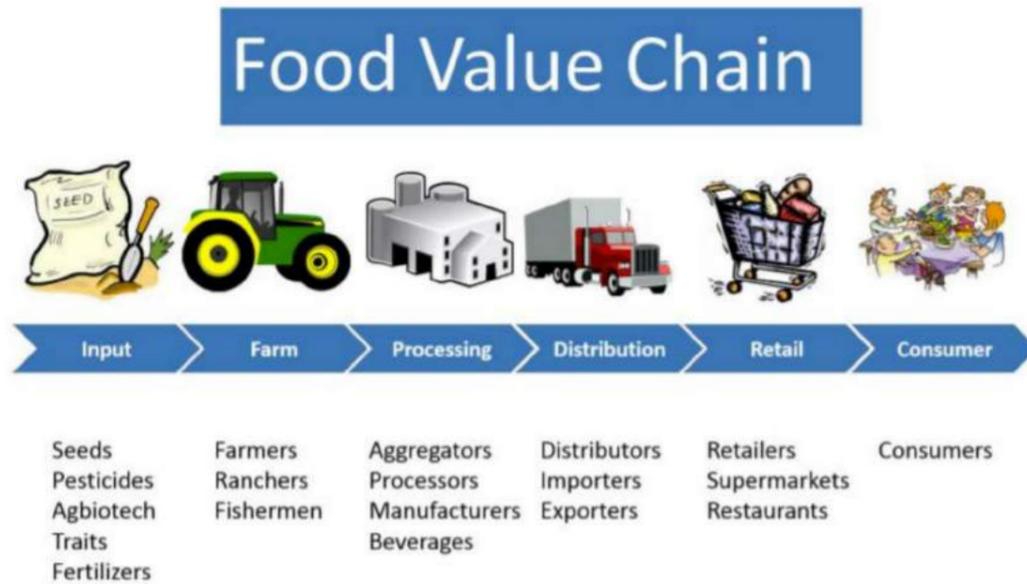


image / figure 1: The value food chain (simplified) and example stakeholders

Three priority areas

Organizations must target three key areas to create responsible value chains.

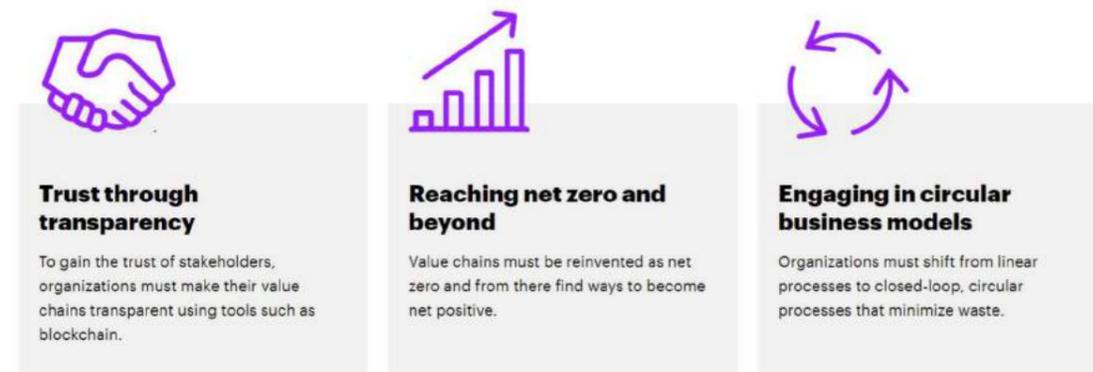


image / figure 2: Priority areas of Accenture in transitioning to responsible supply chains

PROBLEM DEFINITION **

Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

When a new value chain or initiative in the agri-food industry is built, it is difficult for stakeholders who do not know each other very well, to coordinate their activities. This lack of coordination is a frequent reason for the failure of innovative supply chains [4]. Moving organizations in the same direction according to an agenda of concerted and coherent efforts, such as the UN SDGs, requires dialogue and collaboration. However, in the agri-food sector collaboration cannot be taken for granted because the food system is marked by a high level of fragmentation. Agri-food value chains include a complex list of players, resulting in diverging interests and perspectives. These differences can act as barriers to unifying agendas and finding collaborative solutions to tackling some of the food system's biggest challenges [1]. This results in the risk of staying in a dynamic of incremental innovation, whereas increasing the sustainability of the agri-food systems requires radical innovations and innovative design [2].

This project will not focus on the whole innovation trajectory in the value food chain due to the given timeline. . Because Accenture's main priority lies in solving problems with clients, the focus of the project will lie in uncovering drivers and barriers of the collaboration between stakeholders during the implementation process of new initiatives. To scope down the project I will focus on initiatives that are focusing on reducing waste because those create the most sustainable impact on the value food chain. In which way waste will be reduced will be determined later. The reason for the focus on this phase is that when the implementation process is not effectively guided and thought out, the sustainable initiative has a bigger chance to fail, making agri-food systems not innovate disruptively. With these insights a new service/framework will be provided where Accenture can play an important role to effectively support organizations in this transition process and potentially acquire future clients in the agri-food industry.

ASSIGNMENT **

State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

By researching the possible drivers and barriers during the collaboration for new initiatives that focus on reducing waste between the stakeholders across the value food chain, I will design a service/tool for Accenture to guide collaborations for their agri-food clients during this transition based on those research insights.

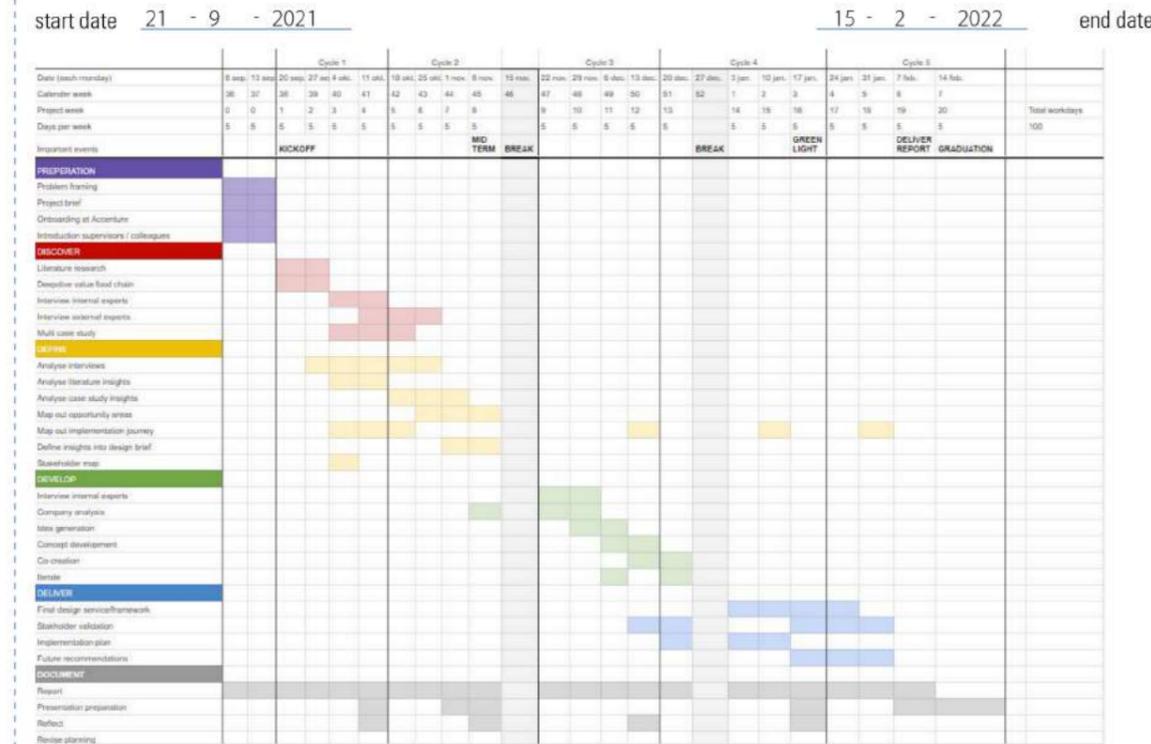
The innovative transformation of the food system requires greater collaboration across the value chain. This means breaking down some of the barriers that have traditionally kept apart farmers, food processors, manufacturers and retailers. The nature of these challenges is such that the most needed solutions are those which look at the food system as a whole.

The first part of the project will focus on conducting research on what the drivers and barriers are during collaboration between those stakeholders. This will be done through literature research and external interviews (case studies) with stakeholders across the value chain. Clients/organizations will be picked out that contribute to reducing waste in the value food chain. With the retrieved insights from the first part, a service gap will be discovered in the area of responsible cross value chain collaboration.

As a result, a service/tool will be designed for Accenture to solve that service gap for their clients in the agri-food industry. The service/tool shall be used to guide their clients in the implementation phase of new initiatives in the area of reducing waste. However, the final result should also be applicable with other initiatives. Internal interviews at Accenture will be conducted to research what the specific needs/methods are of the consultants during this phase.

PLANNING AND APPROACH **

Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.



The planning is divided into 5 cycles. A double diamond approach will be conducted whereas the first two cycles (research diamond) are mostly focused on doing research through multiple sources and mapping out those insights into (design)opportunities. These insights will be presented during my midterm. After a short break, cycle 3 and 4 (design diamond) will be focused on the development of the service/tool where a lot of validation and co-creating will take place with experts/stakeholders/Accenture for their insights and expertise. Cycle 5 will focus on documenting the last gained insights into a report and visualizing the final concept/strategy.

Sources:

[1] Is collaboration the key to transforming the food system? (2020, 10 december). EIT Food. <https://www.eitfood.eu/blog/post/is-collaboration-the-key-to-transforming-the-food-system>

[2] Triguero, Á., & González-Moreno, Á. (2019). Research on Open-innovation Strategies and Eco-innovation in Agro-food Industries. Oxford University Press.

[3] EIT Food. (2020). Food Foresight: Impact of COVID-19 on the agri-food sector in Central and Eastern Europe.

[4] Meynard, J. M., Jeuffroy, M. H., Le Bail, M., Lefèvre, A., Magrini, M. B., & Michon, C. (2017). Designing coupled innovations for the sustainability transition of agrifood systems. *Agricultural Systems*, 157, 330–339. <https://doi.org/10.1016/j.agry.2016.08.002>

[5] Europäische Kommission. (2020). Farm to Fork Strategy. DG SANTE/Unit 'Food Information and Composition, Food Waste'; DG SANTE/Unit 'Food information and composition, food waste', 23. https://ec.europa.eu/food/farm2fork_en

MOTIVATION AND PERSONAL AMBITIONS

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, Stick to no more than five ambitions.

For my graduation I decided to conduct my project at a large corporation. During my studies, I did a lot of extracurricular activities and internships at small/medium companies. Even though I gained a lot of knowledge at those places, I also wanted to experience what it is like to work at a large, hierarchical company to see if the corporate environment is an environment I want to work at in the future. The reason for choosing a consultancy is because I like the variation in projects/industries and the impact it can give to their clients. Accenture is a company which I highly look up to because not only are their clients one of the biggest organizations of the world, their company values en services are focused on positive change and innovation in every field possible.

Throughout my master I liked how innovation was applicable in different situations and how co-creating can unlock out-of-the-box ideas. I read a lot of articles and books on how new initiatives were created in certain contexts (some are forced for example) but also the effects it had on the world. When I did the elective 'Build Your Startup' at IDE I had to think about those effects from an organizational point of view, which made me want to learn more how bigger organizations dealt with these problems. Also other SPD courses like 'Design Strategy Project' made me more aware that if we truly want to design for our future, disruptive innovation is desperately needed.

When I worked as a service designer at a wallet manufacturer, my focus was to design a repair service that not only fitted with the customer needs, but also made internal processes efficiently. This was where my interest for sustainable innovation on an organizational level sparked. The idea that organizations could help societal problems while optimizing their own processes created the beginning of why I wanted to dive more into this subject. The agri-food industry is not an industry that I have explored before, but looking at the opportunities that I could bring in the field of innovation, makes me excited to dive into this sector and conduct this project at an organization that has all the right resources to achieve this.

My ambitions are:

- Gain indepth-knowledge about corporate innovation and culture
- Facilitating co-creation sessions
- Improve my communication skills (verbally and visually)
- Learn how to handle feedback and how to effectively utilise it

FINAL COMMENTS

In case your project brief needs final comments, please add any information you think is relevant.

APPENDIX B

SUPPLY CHAIN VS VALUE CHAIN

Particulars	Supply Chain	Value Chain
Definition	Involves businesses, persons, and activities for the procurement, logistics, transformation, and delivery of finished goods	Involves activities to analyze customers, plan the production, and add value at each step of the process
Process	Operational management	Business management
Activities	Facilitates production and distribution of the product	Adds value to the product
Order	Start with the product request and ends with the product delivery	Begins with the customer request and concludes with the product development
Objective	Offers customer satisfaction	Provides a competitive advantage
Key Steps	Order processing, procurement, logistics, production, assembly, marketing, distribution, delivery, and customer support	Research, innovation, development, testing, packaging, sales and marketing, and after-sales services

(Wallstreetmojo Editorial Team, 2021)

APPENDIX C

INTERVIEW GUIDES

See following pages for the guides.

Graduation Project Ynhi

INTERVIEW GUIDE ACCENTURE (consultants + academia)

Main research question:

By researching the possible drivers and barriers during the collaboration for new initiatives that focus on reducing waste between the stakeholders across the value food chain, I will design a service/tool for Accenture to guide collaborations for their agri-food clients during this transition based on those research insights.

Checklist for start

- Audio-record the interview, ask for permission
- Consent form
-
-

Introductory script

- Hi, thank you for helping out with my research at Accenture. My name is Ynhi Nguyen and I am currently graduating from TU Delft on the subject: Collaboration in the agri-food chain to stimulate sustainable innovation. In my research I study the drivers and barriers that come with the collaboration between different stakeholders in the entire value food chain during the implementation of new innovations to make the chain more sustainable. To start, could you briefly introduce who you are and what you do?

Theme 1:

The value food chain and sustainability

Interview questions:

- How would you describe the value food chain? Who are the key players
- What is the focus of large agri-food companies between now and 10 years?
- Where are the biggest 'reducing waste' opportunities?
- How is the waste problem currently being tackled?
- How has the perception of sustainability from the value food chain changed over time?
- How do agri-food companies tackle the sustainability issue?
- What are the future trends/innovations in sustainable value chain initiatives?

Follow up questions:

- Which companies are already working on this the most?
-
-

Theme 2:

Innovation/trends in the value food chain

Interview questions:

- How would you describe innovation in the agri-food sector?
- How is the innovation process currently in practice in the agri-food sector?
- Does this process differ from other sectors?
- Who comes up with new ideas/innovations?
- What does the implementation phase look like in the agri-food sector?
- Can a clear innovation process/method be mapped or does it differ per innovation?

If not, what are the factors that can influence such a process?

- What are the most important touchpoints during such an implementation process between the stakeholders?

Follow up questions:

- How long does such a period last?
- Which stakeholder shows the most initiative in this?

Theme 3:

Collaboration in the value food chain

Interview questions:

- Which stakeholders work together the most in such a chain?
- How are stakeholders in the entire value food chain currently working/communicating together during innovation?
- How does cooperation in the agri-food sector differ from other sectors?
- What are the most important touchpoints during such an implementation process between the stakeholders?

- What are the biggest motivations for participating in a value chain ecosystem for stakeholders?
- What are the biggest barriers to participating in a value chain ecosystem for stakeholders?
- What are the characteristics for a company to participate optimally in such a value chain ecosystem?

- How did you experience the collaboration with agri-food companies?
- What did you like and what did you struggle with?
- Which roles stood out during such a collaboration with stakeholders?

Follow up questions:

- What preparations are made in advance before innovating within such a value chain.
- What is the perfect composition for such a value chain network?
-

Checklist for closure

-
-
-

List of generic probes (optional)

-
-
-
-

Graduation Project Ynhi Nguyen

INTERVIEW GUIDE (COMPANIES)

Main research question:

By researching the possible drivers and barriers during the collaboration for new initiatives that focus on reducing waste between the stakeholders across the value food chain, I will design a service/tool for Accenture to guide collaborations for their agri-food clients during this transition based on those research insights.

Checklist for start

- Audio-record the interview, ask for permission
- Consent form
-
-

Introductory script

- Hi, bedankt dat je mee wilt helpen met mijn onderzoek bij Accenture. Mijn naam is Ynhi Nguyen en ik ben momenteel aan het afstuderen aan de TU Delft op het onderwerp: *Collaboration in the agri-food chain to stimulate sustainable innovation*. Ik bestudeer in mijn onderzoek de drivers en barriers die komen kijken bij de samenwerking tussen verschillende stakeholders in de gehele value food chain tijdens de implementatie van nieuwe innovaties om de chain meer duurzaam te maken. Er zijn geen foute antwoorden en vertel Om te beginnen, zou je misschien kort kunnen voorstellen met wie je bent en wat je doet?

Theme 1:

The value food chain and sustainability

Interview questions:

- Vanuit jouw perspectief, hoe zou jij de value food chain bij [bedrijf] beschrijven?
- Wat is de focus van [bedrijf] op het gebied van sustainability tussen nu en 10 jaar?
- Waar zitten de grootste 'reducing waste' opportuniteiten voor [bedrijf]?
- Hoe wordt het waste probleem op dit moment bij [bedrijf] aangepakt?
- Hoe is de perceptie over duurzaamheid vanuit [bedrijf] verandert over tijd?
- Hoe pakt [bedrijf] het duurzaamheidsvraagstuk aan?
- Wat zijn de toekomstige trends/innovaties op het gebied van duurzame initiatieven voor de value chain?

Follow-up questions:

- Welke afdelingen zijn bezig met dit soort vraagstukken?
- Verschillen de stakeholders per product/project of zijn er altijd algemene key spelers tijdens het project? (bijv. Cargill)
-

Theme 2:

Innovation/trends in the value food chain

Interview questions:

- Hoe zou je innovatie beschrijven bij [bedrijf]?
- Hoe is de innovation process op dit moment bij [bedrijf]?
- Verschilt dit process in vergelijking met andere producten?
- Wie komt met nieuwe ideeën/innovaties?
- Hoe ziet de implementatiefase uit bij [bedrijf]?
- Is er een duidelijke innovatie process/methode te mappen of verschilt het per product?

Zo nee, wat zijn dan de factoren die zo'n process kunnen beïnvloeden?

- Wat zijn de belangrijkste touchpoints tijdens zo'n implementatie proces tussen de stakeholders?

Follow-up questions:

- Hoelang duurt ongeveer zo'n periode?
- Welke stakeholder toont het meeste initiatief hierin?

Theme 3:

Collaboration in the value food chain

Interview questions:

- Welke stakeholders werken het meest samen in zo'n chain?
- Hoe werken/communiceren stakeholders in de gehele value food chain momenteel samen tijdens innovatie?
- Waarin verschilt samenwerken in de food sector tegenover andere sectoren?
- Wat zijn de belangrijkste touchpoints tijdens zo'n implementatie proces tussen de stakeholders?
- Wat zijn de grootste motivaties van meedoen aan een value chain ecosysteem voor stakeholders?
- Wat zijn de grootste barrières van meedoen aan een value chain ecosysteem voor stakeholders?
- Wat zijn de karakteristieken voor een bedrijf om optimaal mee te doen aan zo'n value chain ecosysteem?
- Hoe ervaarde jij de samenwerking met andere bedrijven?
- Wat vond je fijn en waar had je moeite mee?
- Welke rollen vielen op tijdens zo'n samenwerking met stakeholders?
- Hoe verliep de communicatie?

Follow-up questions:

- Welke voorbereidingen gebeuren er vooraf voordat er geïnnoveerd wordt binnen zo'n waarde keten.
- Wat is de perfecte samenstelling voor zo'n value chain netwerk? Welke mensen zitten er standaard in?
-

Checklist for closure

- Bedankt voor het beantwoorden van de vragen. Ik zal aan het einde van het project de resultaten met je delen.

-
-
-

List of generic probes (optional)

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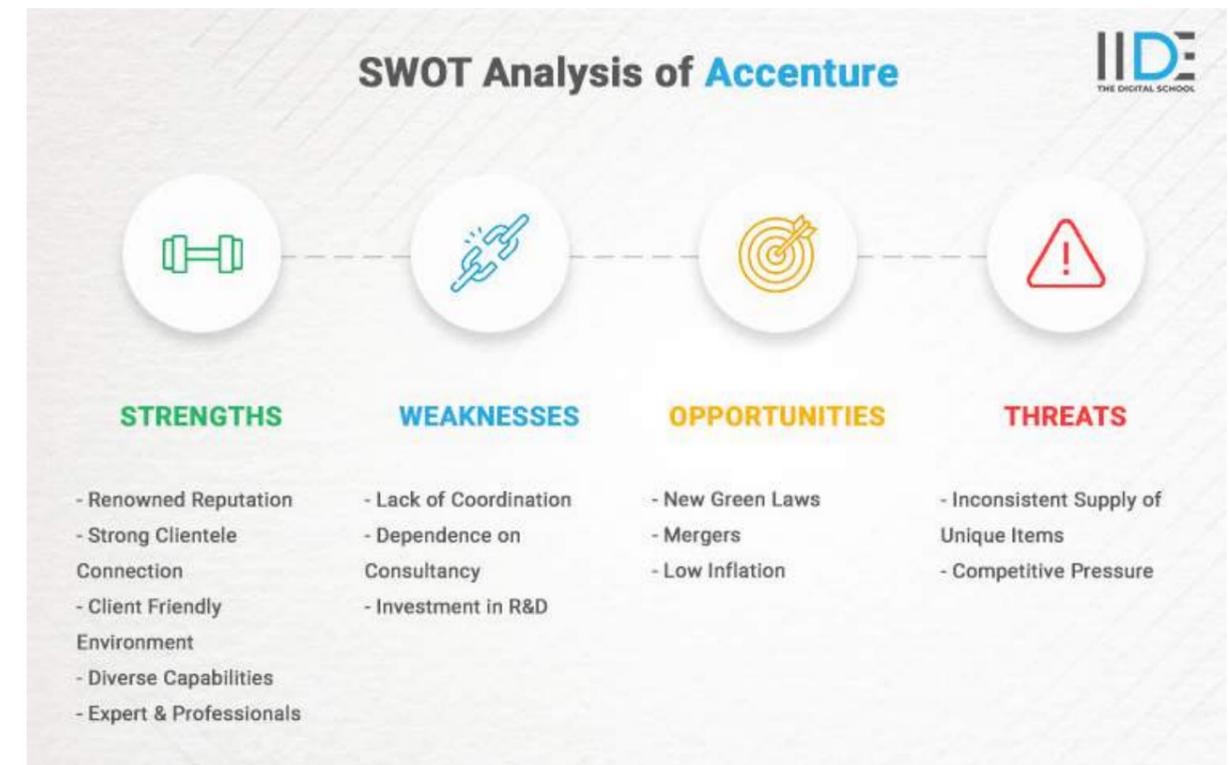
RESEARCH CLUSTERS IMPRESSION



360 VALUE MODEL OF ACCENTURE



SWOT



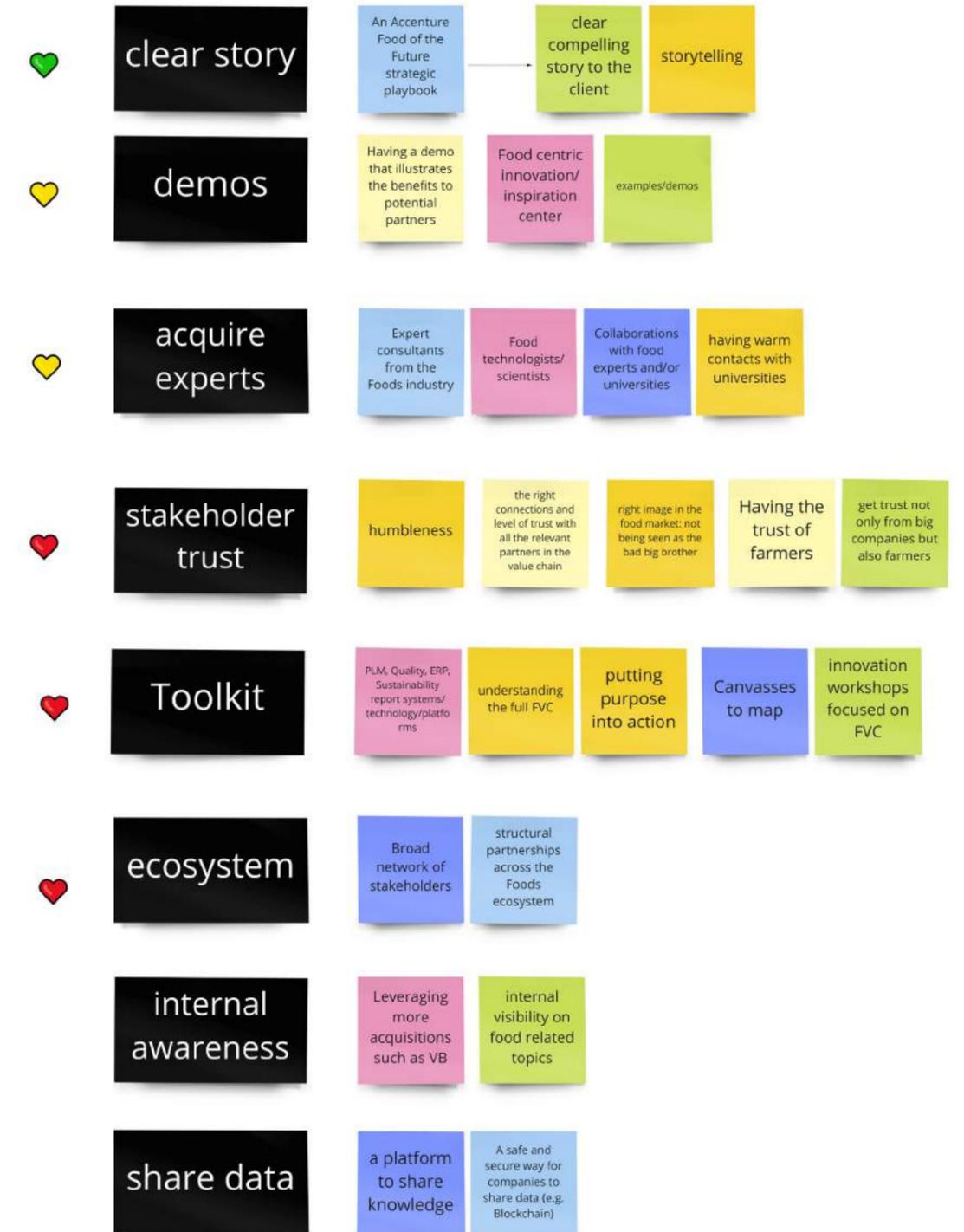
Shastri, A. (2022, January 3). Extensive SWOT Analysis of Accenture - 2022 Update. IIDE. Retrieved 2022, from <https://iide.co/case-studies/swot-analysis-of-accenture/>

ACCENTURE BRAINSTORM

What is the role of Accenture in the FVC and the vision?



What tools/ competencies do we need to achieve this?



How can we make it relevant for Accenture?



SPD STUDENTS BRAINSTORM

Wat gaan we doen?

HKJ's (14:15-14:30)

- Gebruik de kleur post-its die gelinkt is met jouw naam
- Elke HKJ krijgt een timer van 3 minuten
- Iedereen werkt gezamenlijk aan dezelfde HKJ
- Schrijf zoveel mogelijk dingen op die gerelateerd zijn, niks is fout!

Stemmen + discussie (tot 14:30-14:45)

- Stem op de ideeën die jou het meest aanspreekt, interesseert of kansrijk lijkt
- Iedereen krijgt 3 stemmen per HKJ vraag
- Daarna een kleine groepsdiscussie

Pressure cooker (14:45 - 15:00)

- Individueel een concept bedenken dmv de concept poster
- Gebruik de informatie van de HKJ brainstorm

Presenteren + discussie (15:00 - 15:25)

Afronden (15:25 - 15:30)

Design focus

I will design a XXX that enables Accenture to be a **catalysator** for companies who want to **initiate/explore** sustainable innovation in the FVC

through **reducing uncertainties** by providing **clarity about the stakeholders and their role** within the FVC which triggers new connections and opportunities.

Design principles

Het moet toekomstbestendig zijn

Het moet een holistische lens hebben (geen tunnelvisie)

Het moet structuur geven in deze complexe sector

Niemand dwingen of forceren

Client facing proposition vanuit Accenture

HKJ 1: How can Accenture create certainty within the adoption process of a new project towards a client?



Discussion:

- 'Set clear goals' meest gestemd.
- Garantie is belangrijk, als dingen niet goed lopen dat Accenture meedenkt / oplost
- Transparantie, en open houding
- Kwetsbare houding laten zien

HKJ 2: How can Accenture provide information in an interactive way?



Discussion:

- Focus op new ways of working is een interessante richting (duidelijk verschil zien in manier van werken)
- Video's is een makkelijk antwoord om te geven
- Verschil gamification en serious gaming: gamification is iets stoms leuk maken maar het speelt zich wel af in de echte wereld, en serious gaming is een fictief senario naspelen waarmee je iets leert wat je dan weer kan toepassen in de echte wereld.
- 'Ik denk dat de focus niet ligt op het naspelen van een echte situatie.
- Met serious gaming kan je iets tastbaars maken, normaal is de FVC meer een gedachtegoed, en nu probeer je het tastbaar te maken.
- Serious gaming is dus the way to go. -> interactief met de klant
- Rens: het zou wel heel interessant zijn voor een klant om zo'n FVC tastbaar te maken en zo mogelijke partnerships te bedenken

HKJ 3: How can Accenture spark interest in clients to participate in a new project?



Discussion:

- Wat interessant is dat pro bono werk het meest populair is. Dus dat het concept een soort instapmodel / scan is voordat je daarna kan zien wat ACN echt voor je kan betekenen.
- Heel veel opties die hier staan vallen onder 'de correcte pitch geven', dus wat willen 'investeerders' horen om verder te gaan met ACN? Die elementen moet je ook verwerken.
- Eerst informatie laten zien wat er aan de hand is in hun sector en daarop kunnen bedrijven dan inhaken qua projecten. Dus soort trend pagina.
- Geld moet er gewoon inzitten, maar niet de hoofd prioriteit. Je kan hem schalen als een van de voordelen.
- Jerome: hoe ik het nu zie is 1. pro bono, 2. makkelijk/instapbaar, 3. voordelen duidelijk neerzetten
- Aliex: het moet gewoon makkelijk, in hapbare brokken weergegeven worden naar de klant. Bijv. 3 USPs geven of duidelijke velden aanduidelijk waar je impact in wilt leveren.
- Financien zijn een bepaald middel om bij een bepaalde value te komen.
- Welke waarde stop je erin en welke waarde krijg je eruit? Dat is belangrijk om te weergeven.
- Je moet heel duidelijk weergeven wat het hun gaat opleveren, zeker in een niet innovatieve sector als Agriculture, denk ik dat centen en publiciteit wel hoog in het vaandel staan.
- Zij zijn initiatief nemers maar als de andere stakeholders er niks aan hebben dat gaat die chain niet meebewegen en heb je er alsnog niks aan.

HKJ 4: How can Accenture act as a responsible leader of a new project?



Discussion:

- Het verbeteren van de sector en niet alleen het bedrijf is wel heel belangrijk. Het verbrederen ervan.
- Creer ook een beetje fomo: ga er in mee, je wilt niet achterblijven in deze sector.
- Be part of a community is ook belangrijk.

APPENDIX I

TOOLKIT CLOSE UP

APPENDIX J

MOODBOARD

APPENDIX J

PLATFORM CLOSE UP

FVC DISCOVERY

What is the *current* positioning of core stakeholders in the food value chain in terms of sustainable innovation?

Core stakeholder group:

Roles and responsibilities

*What are their current roles and responsibilities in the FVC?
Which roles and responsibilities are expected from others?
Which roles and responsibilities are desired by themselves?*

Needs

*What are the current needs?
Which conditions are desired to operate
How can they fulfill those needs?*

Offering value

*Which positive and negative values are they offering to the rest of the FVC?
How?*

Receiving value

*Which positive and negative values are they receiving from the rest of the FVC?
How?*

Goals

*What are their current sustainable goals?
What are their innovation goals?
Which SDGs are most applicable?*

Challenges

*What are the current challenges?
What causes these challenges?
How can they avoid these challenges?*

EXPLORING DRIVERS

Which trends, issues, and developments are happening in the FVC?
In which dimension do they fall into?

Social

What are social trends, issues, and developments that are happening in the FVC?

Opportunities

Which ones might influence the future?

Economical

What are economical trends, issues, and developments that are happening in the FVC?

Opportunities

Which ones might influence the future?

Environmental

What are environmental trends, issues, and developments that are happening in the FVC?

Opportunities

Which ones might influence the future?

Technological

What are technological trends, issues, and developments that are happening in the FVC?

Opportunities

Which ones might influence the future?

IMPACT MATRIX

Which topics might influence the future? Find out about the critical uncertainties.



BUILDING FUTURE SCENARIOS

How does the world look like if those critical uncertainties came together?
What kind of story does it tell and for whom?

What if... *Key topic 1 + key topic 2 came together ?*

The future world

*How does the world look like?
How do we live?
How do we eat?
What changes in the FVC?
How do we communicate?
How does it look like in the year 2030 / 2040 / 2050?
What will be the most extreme case?
Etc.*

Stakeholders

*Who will be impacted the most in this scenario?
How and why?*

Business impact

*How does this potentially impact businesses
or the agri-food industry?*

ENVISION POSITIONING

If this world would become a reality, how does the stakeholder position itself?
What does the stakeholder have to become aware of?

Core stakeholder group:

The future world

Describe the future scenario

Impact on the industry

*What's the impact on the agri-food industry?
What will be the sustainability impact?*

Needs

*What are the potential needs?
How can they fulfill those needs?*

Goals

*What are their potential sustainable goals?
What are their potential innovation goals?
Which SDGs are will be reached?*

Challenges

*What are the potential challenges?
What causes these challenges?
How can they avoid these challenges?*

Risks

*What are the potential risks of this future scenario?
How does that effect the stakeholder group?*

Additional research

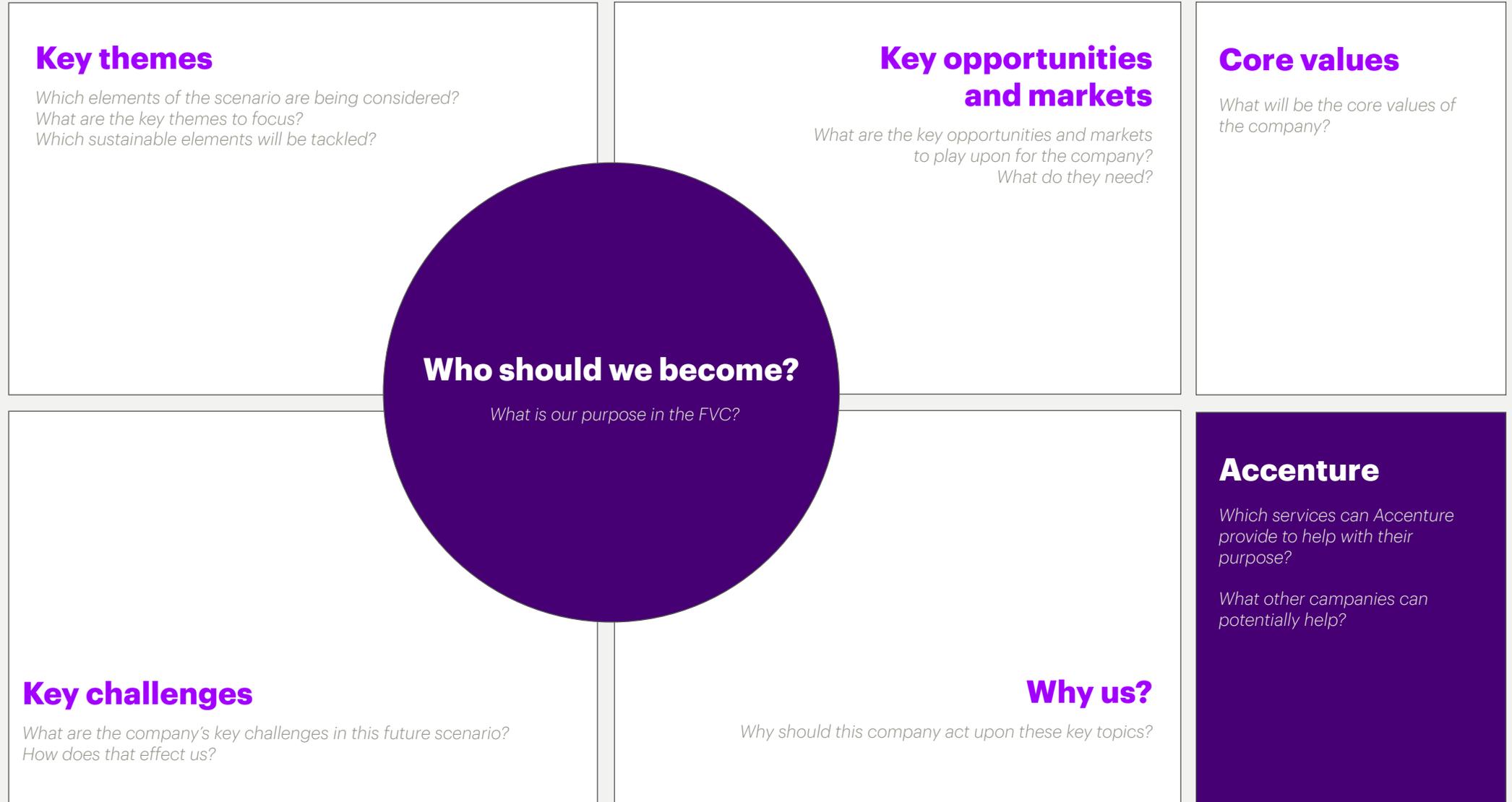
*Which aspects are unclear?
Which aspects needs further research?*

Opportunity areas

*What could be a potential project topic?
How can the stakeholder group play upon this scenario?
How can Accenture play upon this scenario?*

CO-CREATING VISIONS

Combine all insights to build and propose visions to deepening the opportunity space for the stakeholders. How can Accenture help?



The change you see

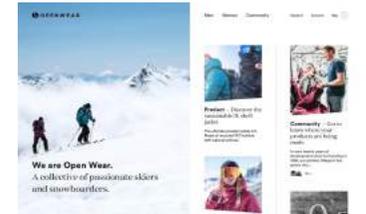
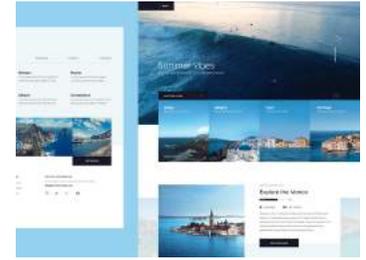
Change is a force you can harness

Some agencies have embraced change and are seeing the benefit of disruptive models to deliver their missions and better outcomes in new ways—from predicting pandemic outbreaks before they happen to 3-D printing parts of military flight-critical components. And they are creating more value for citizens and empowering employees with exciting new ways to serve. Other

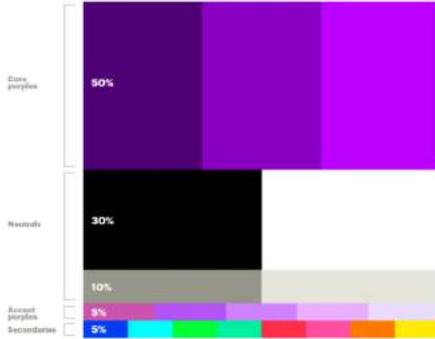
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Subhead
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Sentence case

Body copy
Graphic Light
Sentence case



Moments of Impact: Key, high-profile touchpoints that activate the brand in a big, bold way with unique or keystone messaging



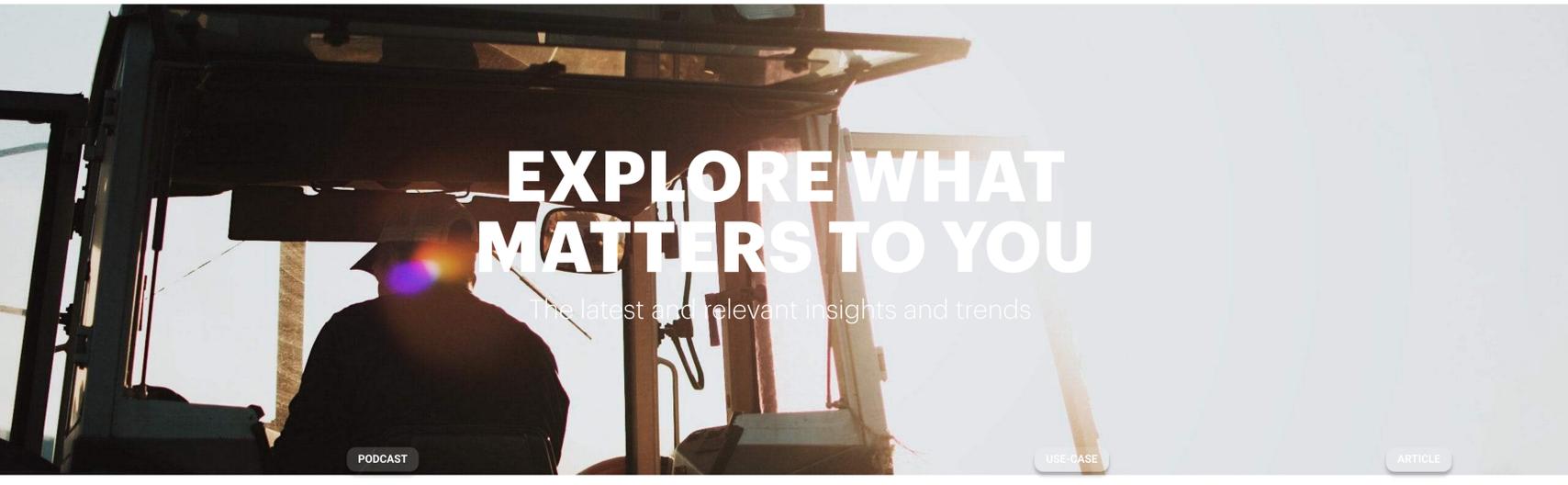
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FOOD OF THE FUTURE

Transforming the foodsystem together

➔ **Explore the chain**



EXPLORE WHAT MATTERS TO YOU

The latest and relevant insights and trends

PODCAST

USE-CASE

ARTICLE

Blog and news

The latest insights from our research and news for the agri-food industry. Explore to be inspired!

Themes ▾
Stakeholder group ▾
Sector / industry ▾
Type ▾
View all

28.02.2022

Podcast: Personalised healthy nutrition

The right direction for the Dutch health

Anne
Managing Director

14.02.2022

Get the restaurant experience in the supermarket

Restaurant names increasingly present in the supermarket

Lotte
Analyst

08.01.2022

Industry spotlight: Fast-Moving Consumer Goods

Dutch FMCGs are the biggest contributors of a non sustainable food chain

Floris
Analyst

27.08.2021

Plan for product clarity

Digital communication tools for communicating cross borders

Brian
Managing Director

Podcast: Personalised healthy nutrition

28.02.2022 — 30 minutes

Almost everywhere in the Western world, the number of “diseases of affluence” is increasing. To serve the health and resilience of individuals as well as society as a whole, we must, over the coming years, focus primarily on prevention. A healthier diet is a big step in the right direction. Personalised nutrition can play an important role in this.



A healthy dietary advice that is fully adapted according to age, sex, weight, allergies, (potential) diseases and lifestyle. Aided by technological innovation: fit bracelets that monitor, for example, heart rate, calorie intake and cholesterol, apps to put together a healthy meal with the right nutritional values and scanners that help you choose products with the right ingredients in the supermarket. Personalised food is the future, but this is only the beginning of this development.

"Healthier diets are essential, both for ourselves and from a social point of view," Eric Schaeffer comments. He is a managing director at Scharpa TechInvest. "If we do nothing, the ageing of the population will lead to a sharp increase over the coming years in chronic conditions such as diabetes, causing a huge rise in healthcare costs. Last year, in the Netherlands, these already amounted to one hundred billion euros annually. Only two percent of that is spent on prevention. We will need to focus much more on that." A challenge not only the Netherlands, but also the rest of the Western world faces.

What do you think?

Who will notice the impact the most?

Producers	Processors	Suppliers	Distributors / retail	Consumers
-----------	------------	-----------	-----------------------	-----------

How will they notice the impact as?

Opportunity				Treat
-------------	--	--	--	-------

When will we notice the impact?

Now	2025	2030	2040	2050
-----	------	------	------	------

Prepare your food business for the future

Recieve the latest future scenarios report and get invited to our webinars by signing up or giving your opinion.

Keep me up to date



ENVISION THE FUTURE OF FOOD

Exchange perspectives on disruptive scenarios

Future scenarios in the food value chain

Monthly future scenarios about our food system. Envision what the future will look like and embrace the ambiguity!

Themes
Category
Sector / industry
Type
View all



In 2030: Open source sustainability

ANNE

February 28, 2022. 4.3K reads.



345

Imagine....

In 2030, a combination of **resource-efficient consumption and highly connected markets** enables a rise of greater transparency in business and in markets. Commodity markets have been stress-tested, and checks and balances instated, to reduce volatility and the risk of a crash. There is a proliferation of food sources, which reduces over-reliance on a few breadbaskets, improving the resilience of food systems. An increasingly **interconnected trade system**, however, still leaves the world susceptible to the effects of extreme weather events and other economic and political shocks. A stronger global economy enables more consumers to purchase food priced at its “real” cost, as influenced by new business models and policies that support sustainable choices and healthy diets. There is a movement towards **personalised nutrition** and healthcare, and more people use mobile apps to drive their shopping and eating habits. There is improved trust, interdependency and trade among governments. Governments uphold commitments to climate change agreements; however, inevitable volatile weather events continue. A rural transformation attracts youth to data-driven agriculture, but older farmers struggle to keep pace.

Key choices that led us here:

- Technology innovators engaged with consumers and influenced acceptance.
- Producers used resources more efficiently.
- Social media and new education and marketing campaigns influenced consumer demand.
- Policies enabled food value chains to become more transparent.
- Governments embraced international trade with provisions for responsible practices.
- Personalised nutrition is at its starting point.

The winners

This future has a relatively high proportion of winners. For **producers**, there is greater availability, affordability and adoption of technologies that increase productivity, decrease costs expand access to key information and services. For **companies**, although such scrutiny generated costs and difficult changes in the short term, many are benefiting from improved productivity and more reliable sourcing. Governments benefit from collaborative trade agreements and access to data that informs effective policy design.

The losers

Importantly, while this future may be bright for some, there are also stakeholders that are relative losers. For instance, some **farmers** may be shut out of the new, more connected economy, without viable alternative livelihoods. The surge in open-source information creates a disincentive for long-term research and development (R&D) among some companies; this is coupled with a shift in investment further towards the development rather than the research. More generally, **consumers** may be either winners or losers, based on their means, as food would become more expensive to capture its full cost.

Sustainable implications

Social impact

In this world, the percentage of the population that is malnourished has reached an all-time low. Synergistic policies, business practices and social efforts have increased accessibility to nutritious food and decreased the affordability and desirability of animal-based protein and foods high in sugar, salt and fat. It has become cool among younger generations in developed countries to eat a healthy diet, as a result of marketing campaigns and social media; in developing contexts, inclusive economic growth and a vibrant rural economy support access to healthy food, including in the critical first 1,000 days for cognitive and physical development.

Environmental impact

In this future climate change is partially mitigated, and adaptive efforts supported, through international collaboration and a proliferation of shared best practices. These are guided by the Paris Agreement and measured through metrics. While climate shocks still occur, their impact is absorbed by more resilient food systems. The “mutual benefit” philosophy underlying this world is stewarded by strong civil society institutions and international organizations.

Technological impact

In this scenario, more people see technology as a tool in food systems. While the risks of new technologies persist, greater trust and strengthened cooperation mechanisms achieve a careful balance between regulation and innovation. There is greater availability, affordability and adoption of technologies that increase farmers’ productivity, such as satellites; strengthen value chain traceability, such as through sensors; and mitigate climate change, such as through carbon storage.

Want to know what this specifically means for you?

Join the Food of the Future platform to see how this scenario specifically applies to you and start preparing for the future with others.

Register



In 2040: Open source sustainability



ANNE LAURENTIE

February 28, 2022.

4.3K reads.



345

Imagine....

In 2030, a combination of **resource-efficient consumption and highly connected markets** enables a rise of greater transparency in business and in markets. Commodity markets have been stress-tested, and checks and balances instated, to reduce volatility and the risk of a crash. There is a proliferation of food sources, which reduces over-reliance on a few breadbaskets, improving the resilience of food systems. An increasingly **interconnected trade system**, however, still leaves the world susceptible to the effects of extreme weather events and other economic and political shocks. A stronger global economy enables more consumers to purchase food priced at its "real" cost, as influenced by new business models and policies that support sustainable choices and healthy diets. There is a movement towards **personalised nutrition** and healthcare, and more people use mobile apps to drive their shopping and eating habits. There is improved trust, interdependency and trade among governments. Governments uphold commitments to climate change agreements; however, inevitable volatile weather events continue. A rural transformation attracts youth to data-driven agriculture, but older farmers struggle to keep pace.

What does that specifically mean for....



Producers

Explore →



Processors and Suppliers

Explore →



Distributors

Explore →



Consumers

Explore →



Waste collectors

Explore →

We are eager to hear your vision about the future of food



Or come to one of our upcoming events to explore the future of food! Lets transform together.

Count me in

I am a...(stakeholder)

Title

Type your opinion, what do you think about the scenario?

Join our events and projects

Prepare your food business for the future. Join our round tables, webinars, consortia projects to connect and engage with like-minded stakeholders and leaders of our global food ecosystem. Check out our agenda and trajectories:



28.02.2022

Webinar: Adapting open source sustainability

How to transition smoothly and exploring the digital possibilities.

Sign up →



08.05.2022

Food of the Future day

Join a full day of activities with different stakeholders across the food value chain.

Sign up →



17.09.2022

Round table: The emergence of food start-ups

Sit with industry leaders to talk about the vision: 'Using start-ups as an ends to a mean'

Sign up →



30.12.2022

Meet up: Sustainable producers

Join us at our meet and greet event, this year for sustainable producers all over the country.

Sign up →