



RESEARCH
PROGRAM ON
Agriculture for
Nutrition
and Health



Transforming markets

CGIAR

Lucas Simons

About Lucas Simons



“For markets to become more sustainable, we need to change the rules of the game”

- Founder – Director *NewForesight*
- Founder – Director *SCOPEinsight*
- Former director *Utz Certified*
- Young Global Leader – World Economic Forum
- Ashoka Fellow
- Clinton Global Initiative
- Author book – *Changing the Food Game*



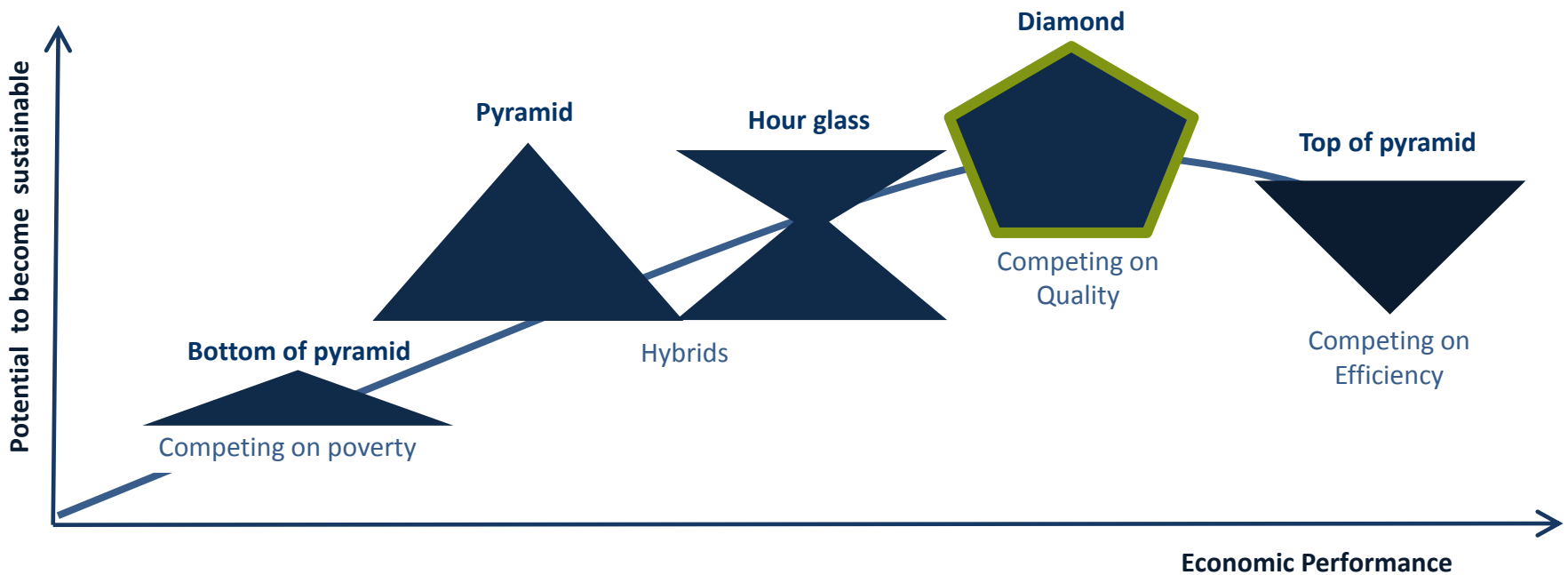
@Lucas_Simons
#marketTransformation
#CtFG



www.newforesight.com
www.scopeinsight.com
www.changingthefoodgame.com

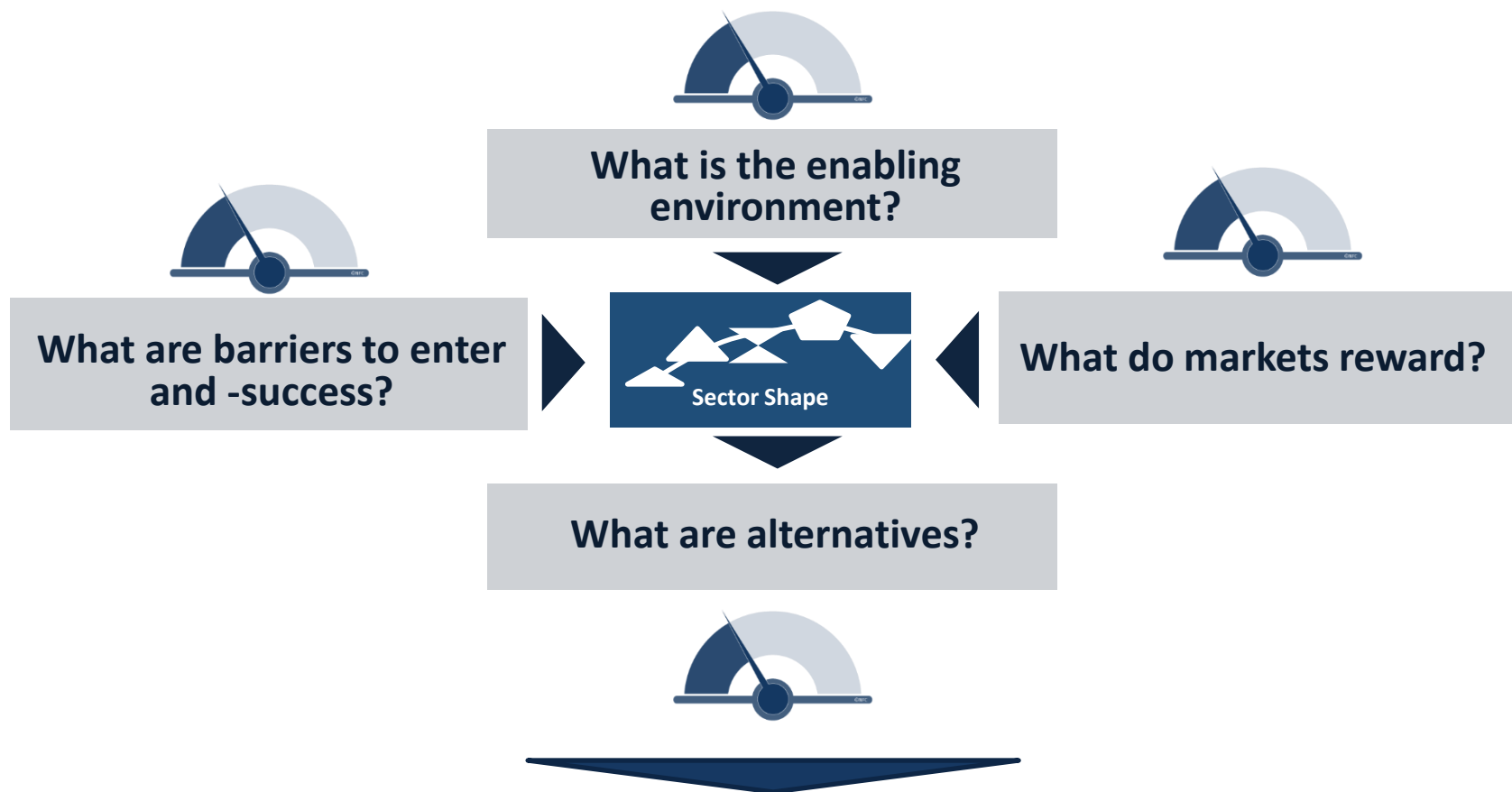
The potential to become sustainable, profitable and resilient is related to the sector archetype

There are 5 different sector archetypes, each with their own characteristics



Then what is driving these shapes so we can change it?

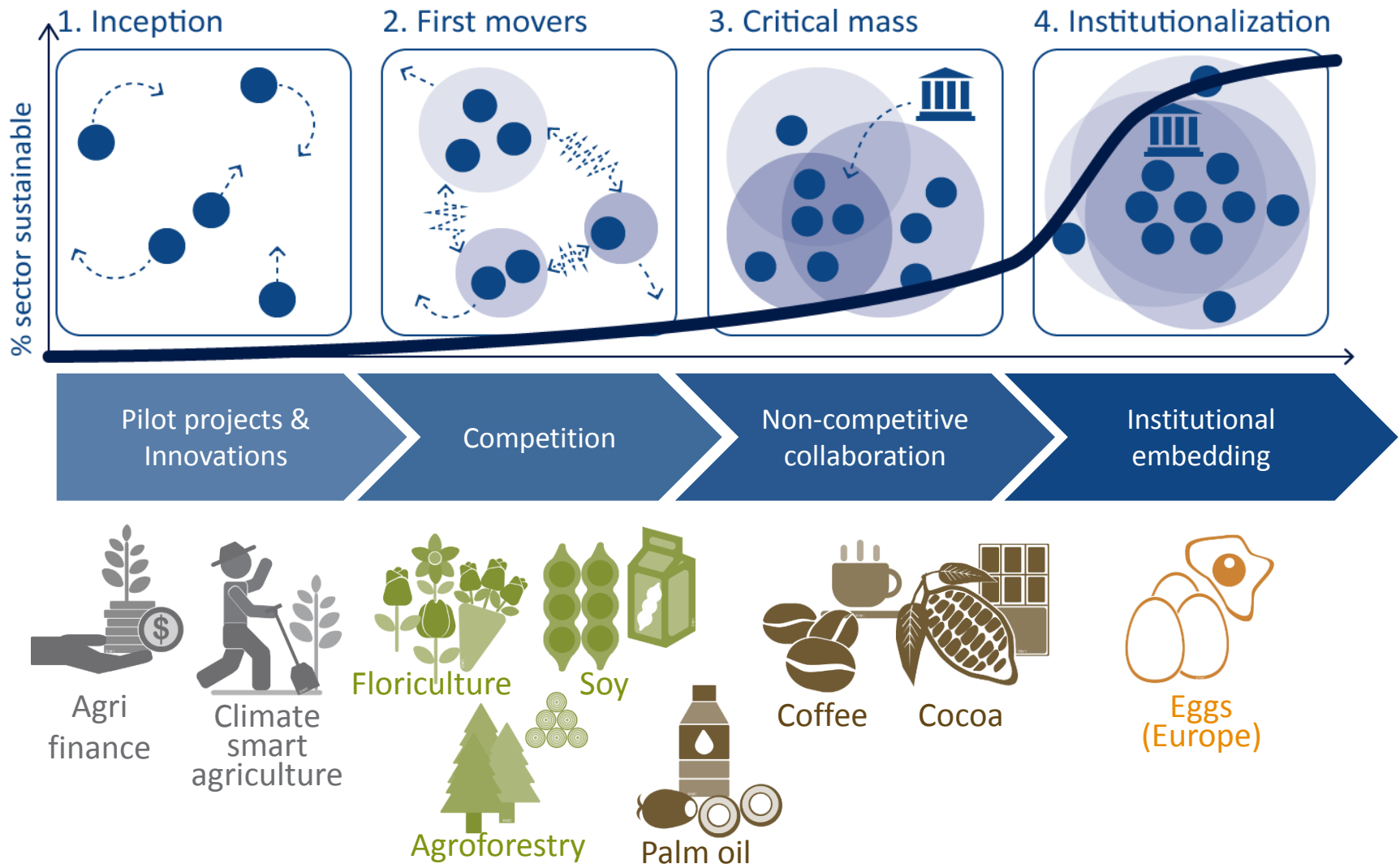
There are 4 macro forces that determine the outcome of the game



Market transformation is ultimately a matter of organizing coordinated change around these 4 forces

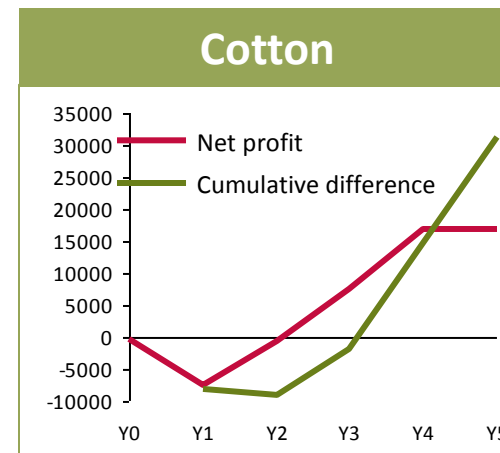
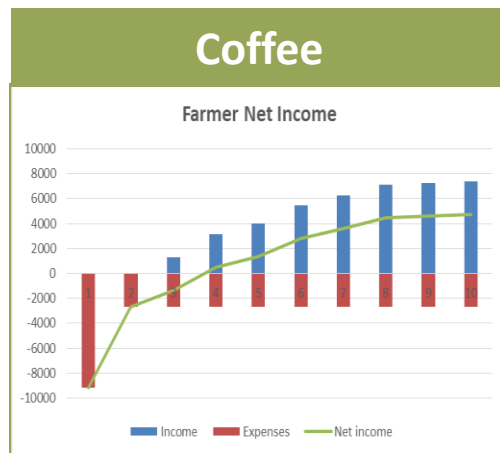
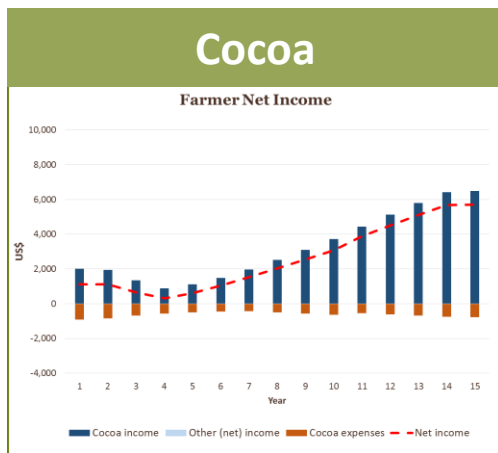
Sustainable market transformation occurs in phases

Each phase has specific characteristics



Check solutions from the farmer's business case

The 'Valley of Death' is often not taken into account when solutions are presented



Replanting rates that are high enough to offset declining yields of aging plantations cause steep income drops for farmers to bear in initial 3-5 years

Replanting costs for coffee are very high and cause a similar 'valley of death' to cocoa, with a several years long payback period

The switch from conventional to sustainable cotton production is costly and, for many farmers, may not be a feasible option

Five important lessons for a successful market transformation agenda



The transformation agenda requires different thinking

‘You can not be successful in a world that fails’ (Feike Sijbesma –CEO DSM)

- You need absorption capacity in the sector for new solutions
- You have to act from a holistic understanding on why the problem persists

‘What brought us here will not get us there’

- Roles, strategies, partnerships and agenda’s change over time.
- This is true for Governments, Research agenda’s, NGOs, and Trade and Industry

‘ More research and action is needed delivery and on enabling environment’

- Alternatives for farmers, Smart service delivery models, economic models and financial solutions
- And how to get Governments in the game and hold them accountable

‘Working together is a sign of maturity’

- More fragmented projects are never the solution
- There is a time for competition and there is a time for collaboration- knowing when to do what is wisdom

‘Work from the business case’

- Work fact based from an economic model and structure the solution from there
- Brilliant technical solutions do not work in isolation



NewForesight
leading in sustainable market transformation

Thank you

NewForesight Consultancy

Hamburgerstraat 28a

3512 NS, Utrecht

+31 (0) 30 234 82 18

www.newforesight.com

Twitter: @Lucas_Simons / @NewForesight

© 2015 NewForesight, registered with the trade register in the Netherlands under number 32160245. All rights reserved. Printed in the Netherlands. The NewForesight name, logo plus 'leading in sustainable market transformation' are registered trademarks or trademarks.