

Advising Services of the Future - for "business farmers"



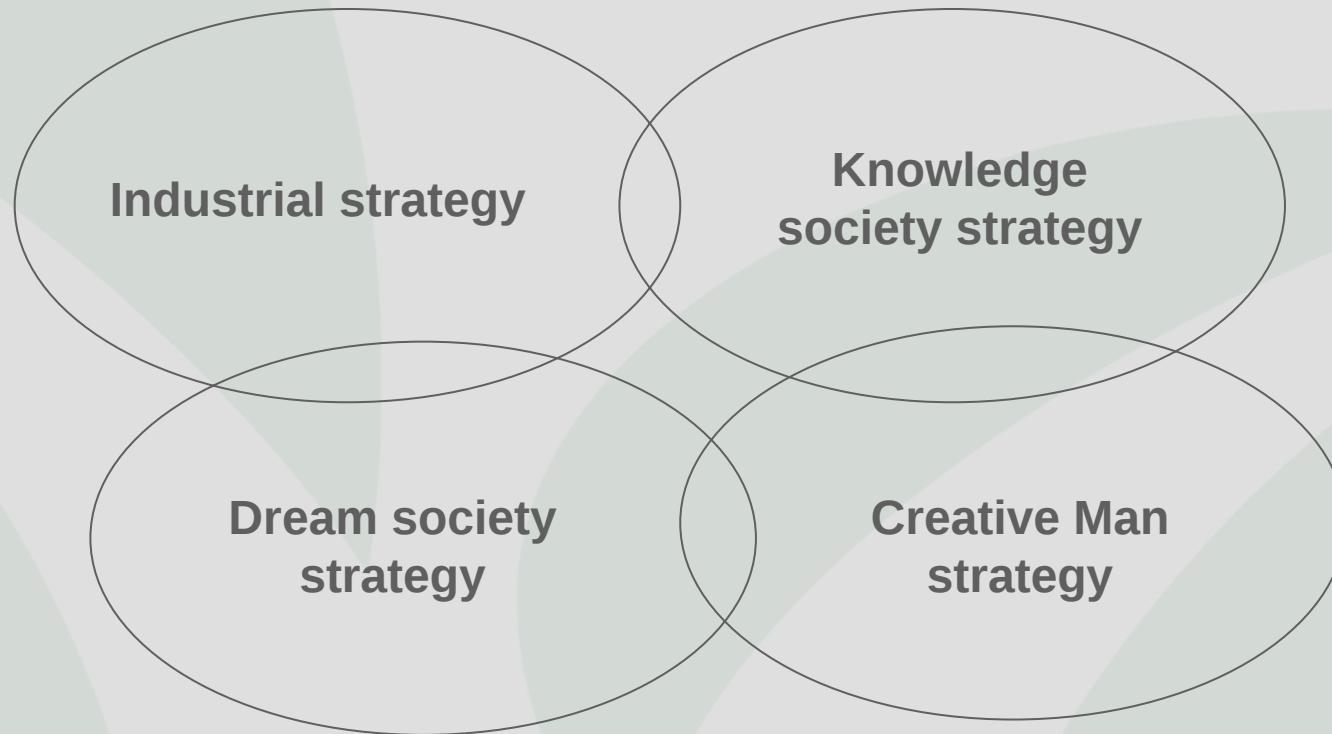
Hans Peter Bay
Danish Agricultural Advisory Services

Winners of the future

- growth ?
- personal success ?
- creating maximum quality of life ?



Strategies of globalization



Winning strategies



Danish winner farmers in 2012

- Produce food and energy
- Have almost disconnected land and animal production
- Produce nature, environment and events in the countryside
- Produce food in 50 countries
- Danish food production is the "innovation lab" of the global food production
- Danish technology, knowhow and management systems are world leading



A big business farm in 2012



Group: 10-12
subsidiaries

A farmer in 2012



"I often call my advisor
Saturday morning, when my
wife has left for the golf
course"

"He helped me establish my
new company"

"We went to Canada together
last summer"

"I consider asking him to join
my board of directors"





Future customers

- 5 - 7,000 food enterprises
 - 2,000 milk producers
 - 2,000 young-pig producers
 - 2 - 3000 fattening-pig producers
- 30 - 40,000 part-time farmers
- Local authorities and the state
- Country people
- Non-agricultural occupations
- 1,000 Danish farmers abroad

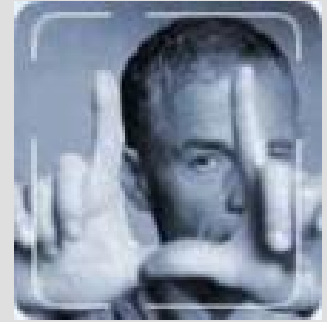


Demands

- Excellent professional skills
- Customer focus
- Advising with commitment



Customer focus



- Targeted focus on each single customer
- Room for persons who take the lead and have "sharp" profiles
- Increased sale to existing customers
- "Selling" our colleagues
- Coaching the farmer in matters of business management
- Looking up new customers in our own back garden
- New methods, such as phoners
- Growth in the service field
- Progressive and continued evaluation



Customer focus - challenges

New needs for personal training:

- Key Account Managers
- Leaders
- Project Managers
- Advisory sale
- Personal sale
- Coaching
- ...



Customer focus - challenges

The advisers themselves:

- Always the best man - the specialist
- Commitment and empathy
- Follow-up
- Leader
- Salesmen - personal sale
- Sale of colleagues
- Project Manager
- Key Account Manager
- New measuring methods
- "Open calendar"

"The adviser effect"



Advising with commitment

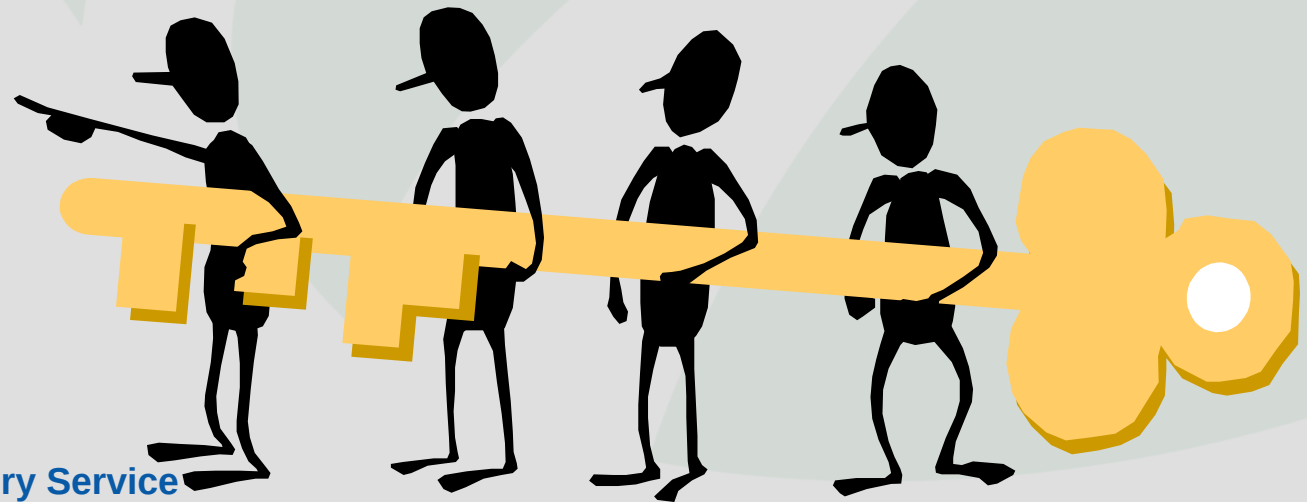
- Focus on the customer
- Establish a team of advisers
- Appoint a responsible key account manager
- Lay down measurable goals with time limits for the farm
- Always follow up



Key Account Managers

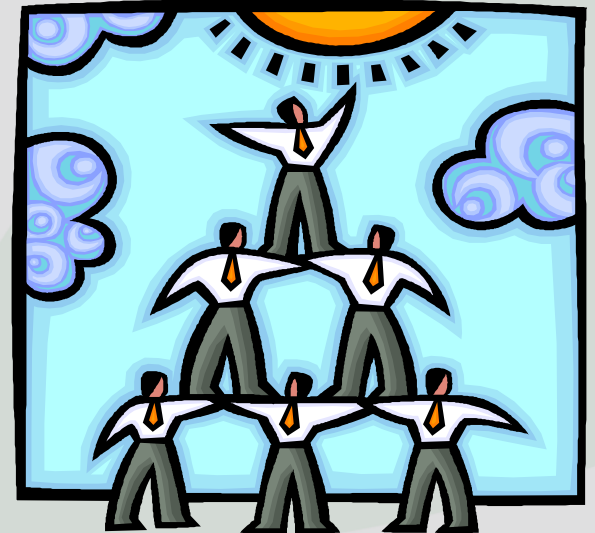
”Advising with commitment ”

- It is a method
- Systematic way of working
- Setting objectives – especially short term objectives
- Focus on results on the farm

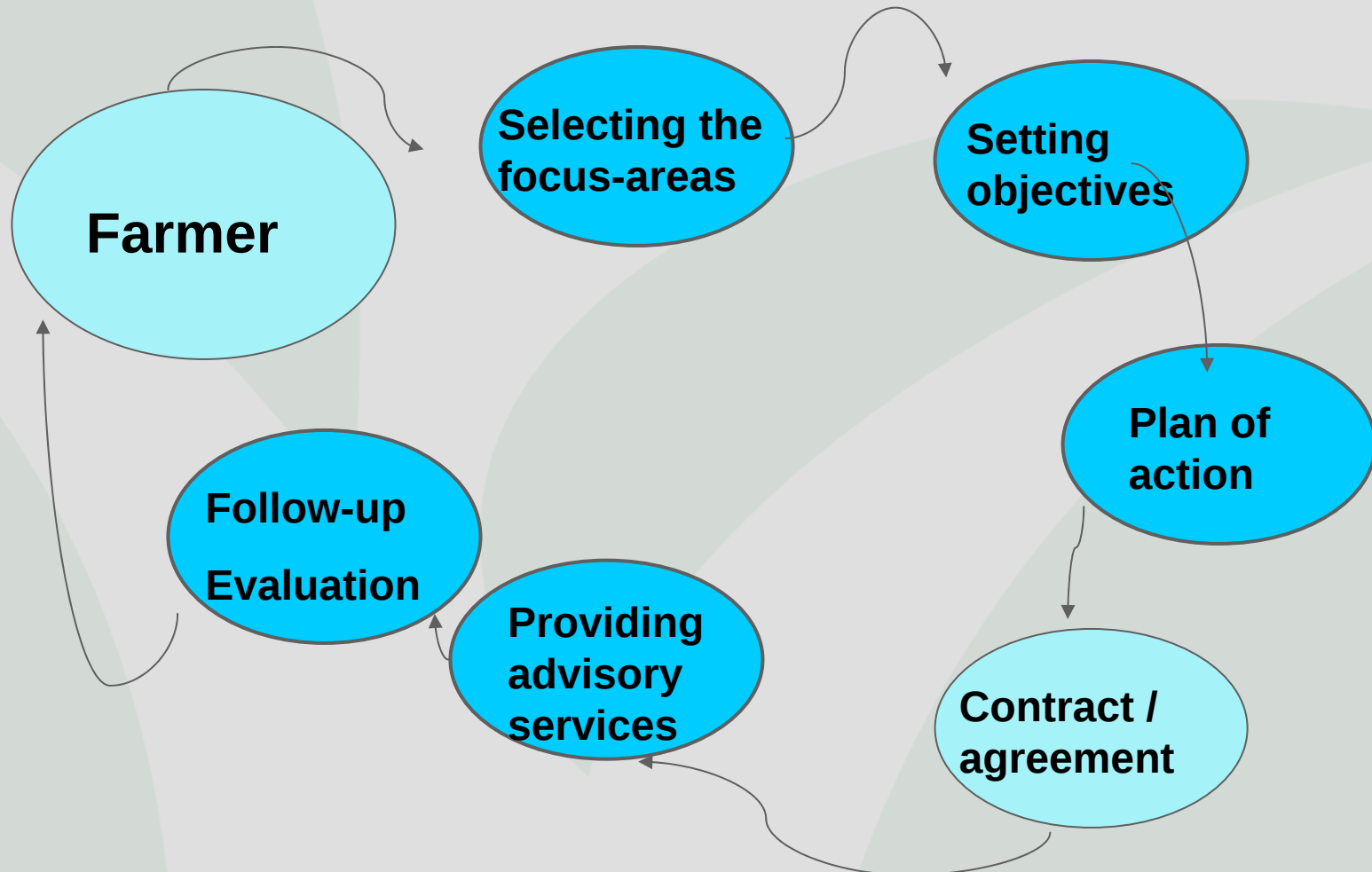


The short version

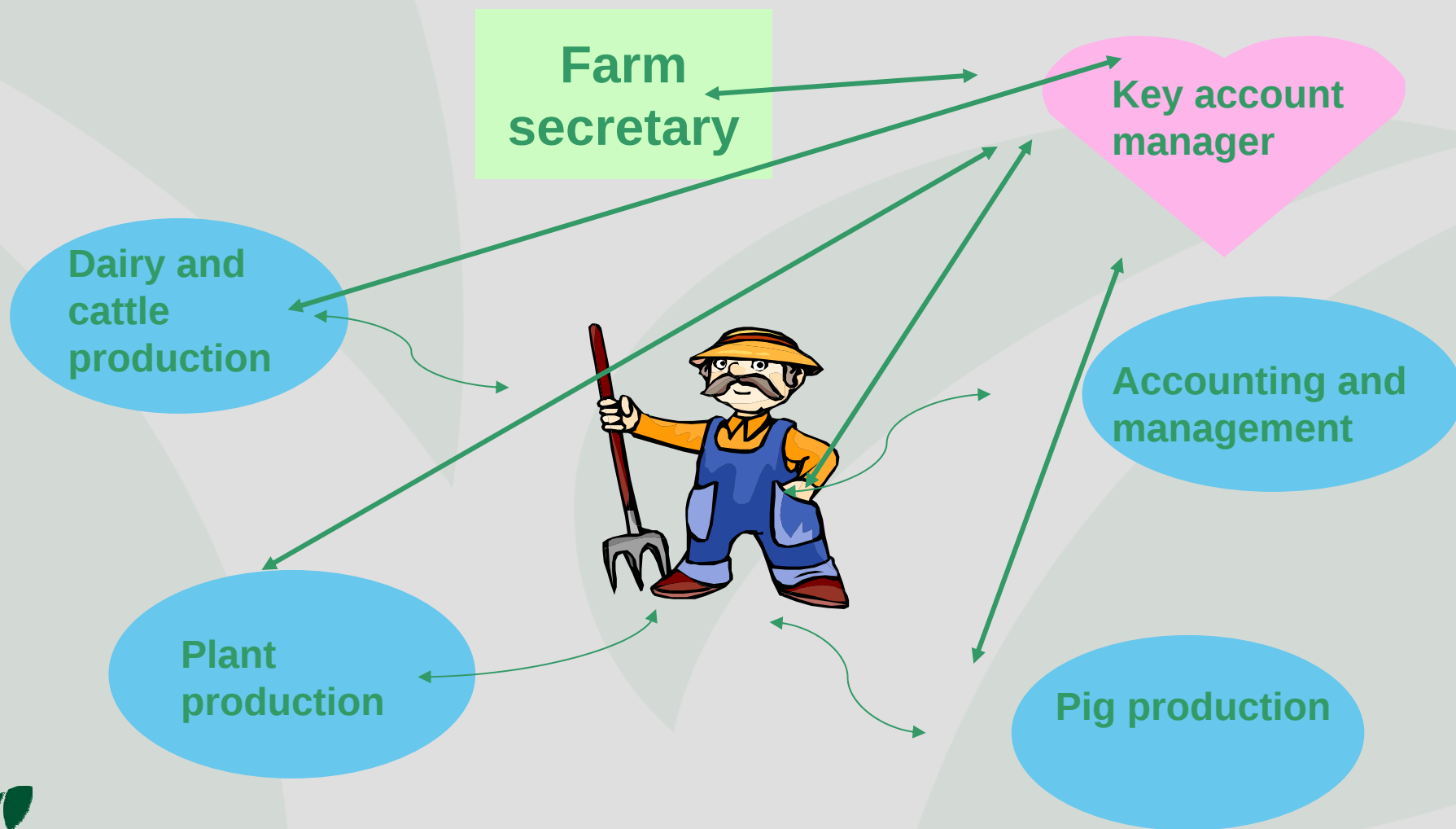
- Set up a team of advisers
- Get a key account manager
- Make objectives
- Follow up
- Follow up
- Follow up



Advising – the principles



"Key-account-manager"

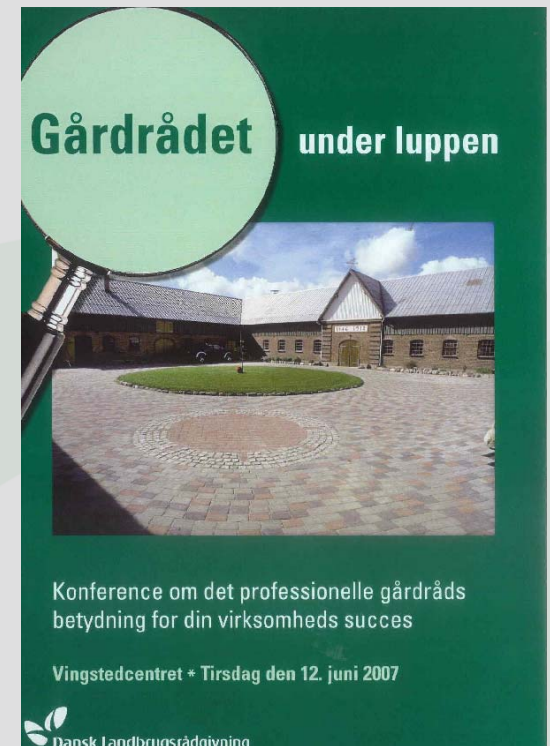


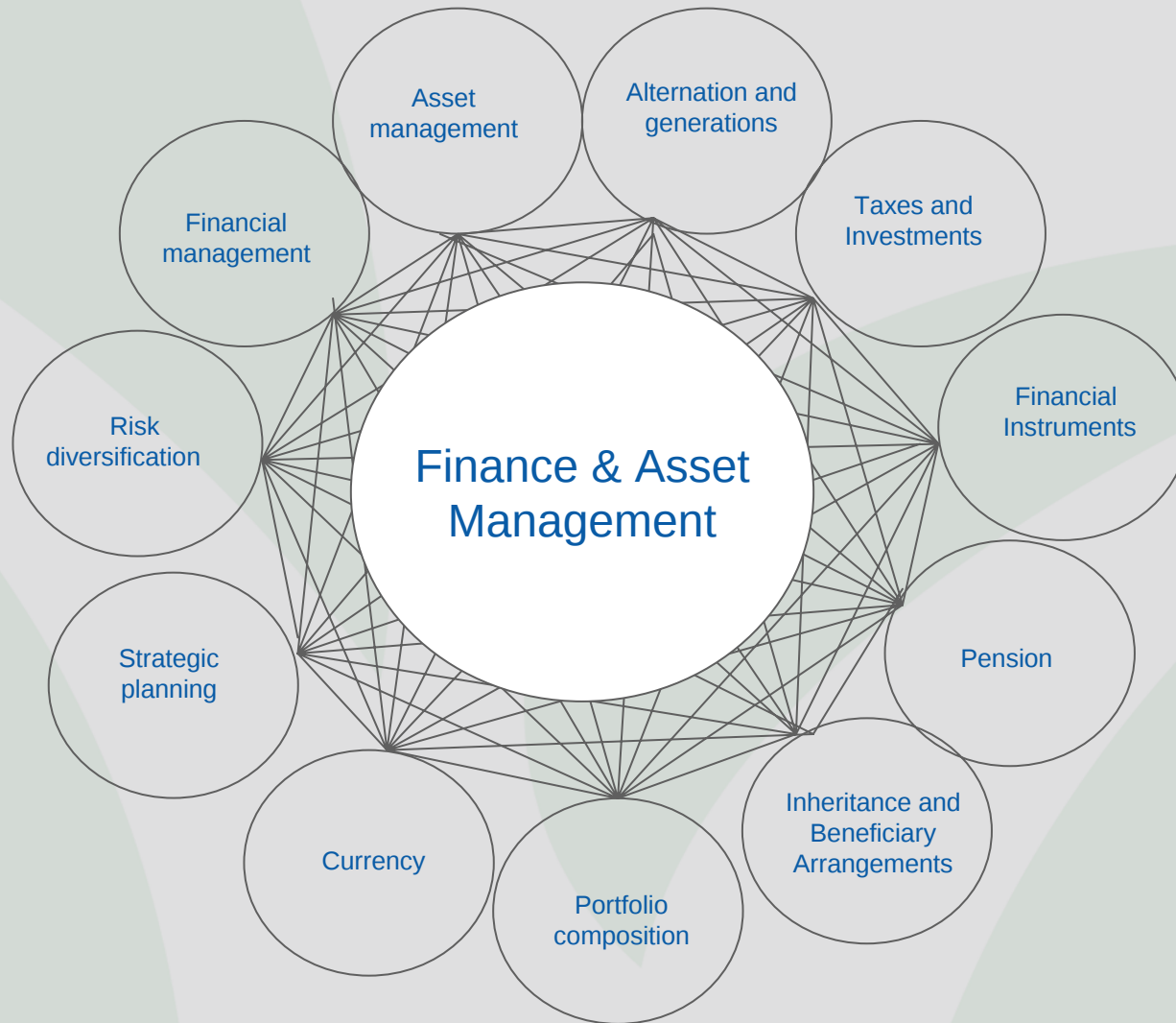
The ideal key account manager !

- Independent
- Self-confident
- Energetic
- Curious
- Networking – making relations
- Generalist (with a certain amount of professional skills)

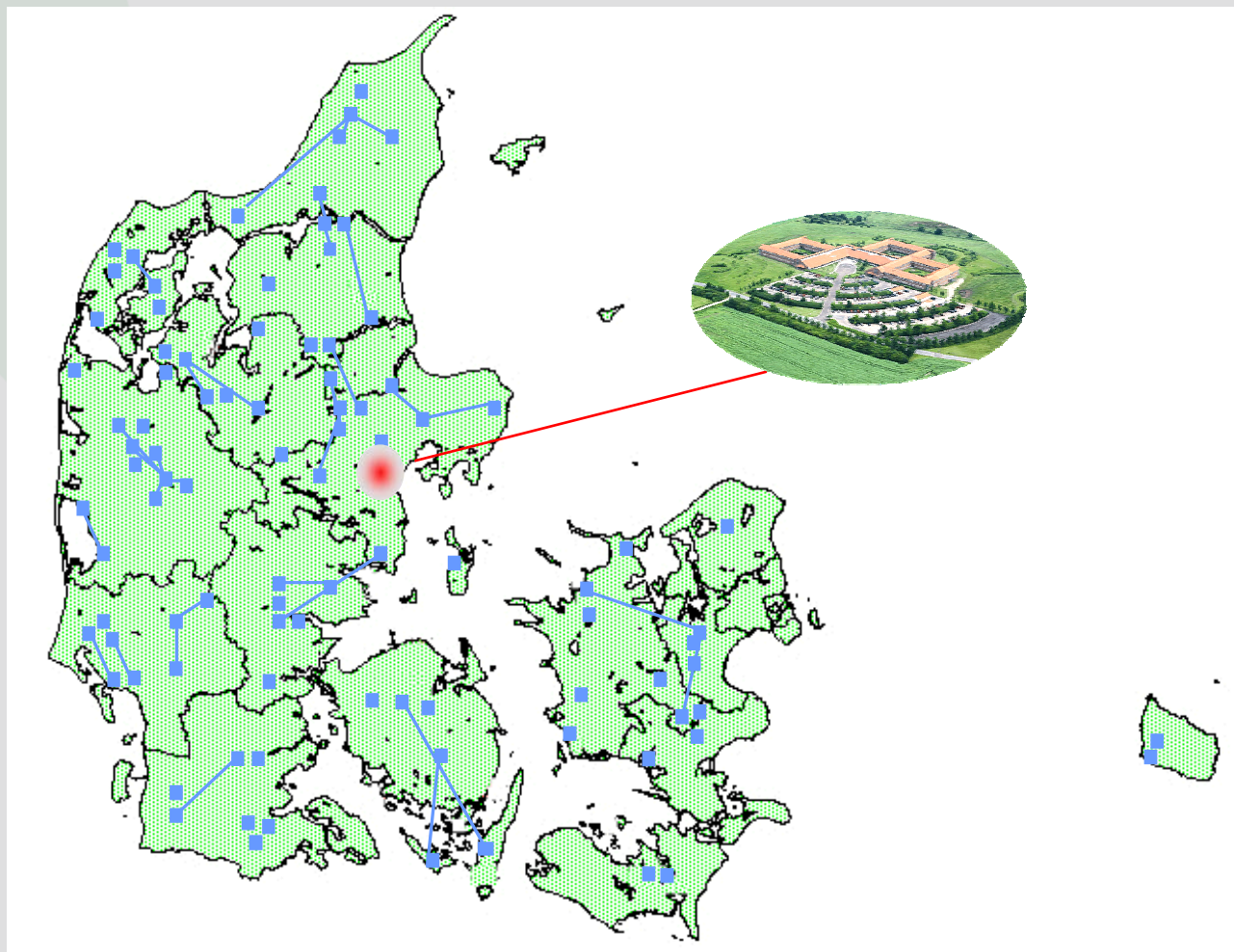


Farm advisory boards





Danish Agricultural Advisory Service



Danish Agricultural Advisory Service

- 47 local agricultural advisory centres and 1 national centre
- Turnover: DKK 1.8 billion
- 3½ thousand employees
- Denmark's largest consultancy service

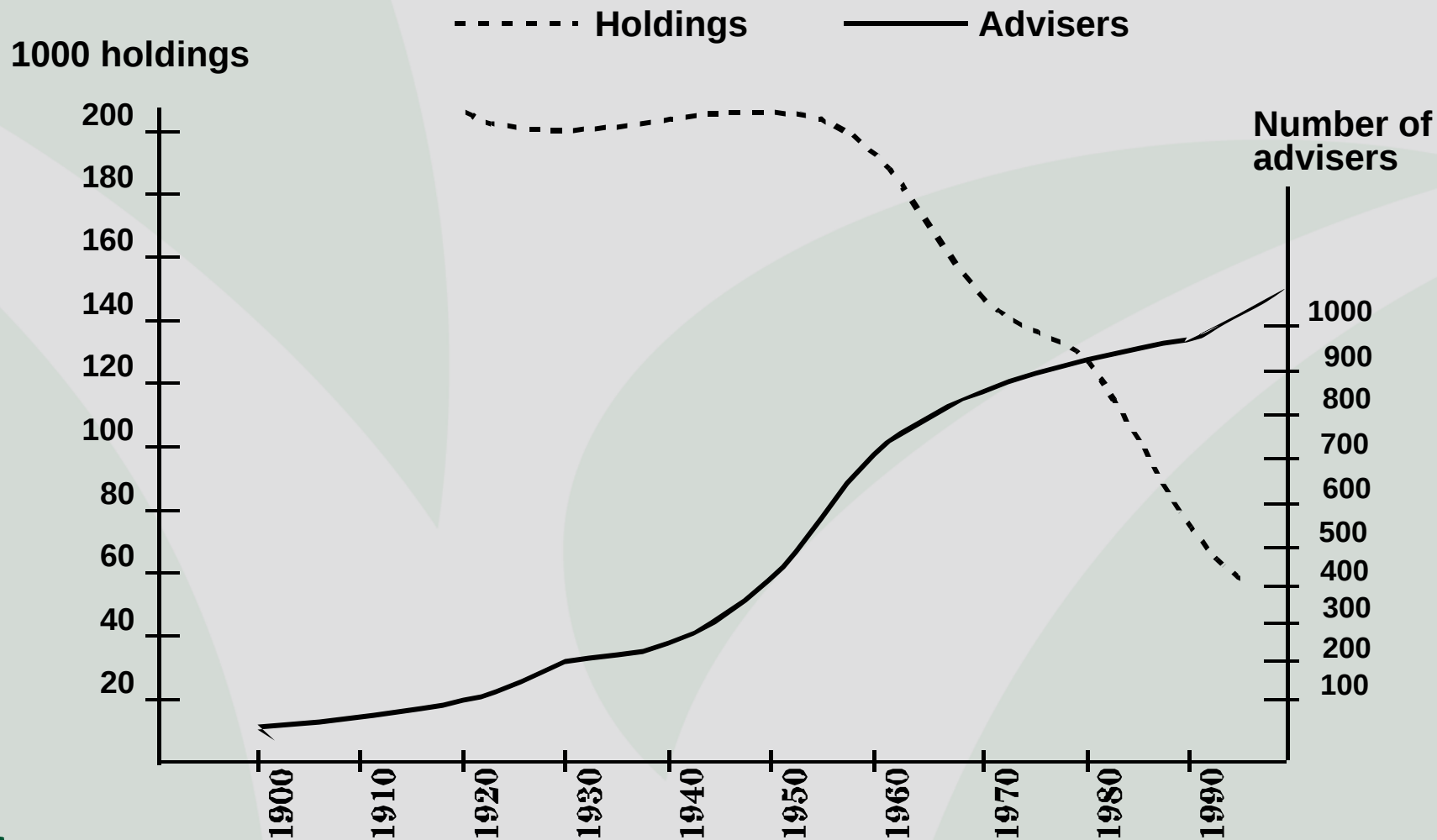


DAAS Staff

	Academic Advisers	Technicians	Assistants
Plant production	350	80	20
Cattle husbandry	110	70	50
Pig production	140	90	50
Farm buildings and Machinery	60	40	10
Farm accounting and management	440	310	1,120
Other advisory fields	70	10	20
Total	1,170	600	1,270



Trends in Number of Holdings and Advisers



Strategy 2009

Front office - Back office

Specialisation:

- management
- sales
- advising
- specialists
- service
- administration



Strategi 2009

Basis

- Jobannoncering
- Skiltning
- DLBR Indkøb
- www.dlbr.dk
- Introduktion til nyansatte

Udvidet basis

- Corporate branding
- DLBR Kvalitet

Tilvalgs- pakker

Tilvalg 1-4

Med indbyrdes
synergier og
aftaler ml. centre

Tilvalg 1

Tilvalg 5

Tilvalg 6

Tilvalg 3

Tilvalg 6

DLBR SPECIALRÅDGIVNING





The pattern in 2012



- 5 cattle centres
- 5 pig centres
- 20 - 40 small centres



A cattle center in 2012

- a) 5 - 10 specialised cattle advisers
- b) 5 specialised roughage advisers
- c) 5 - 10 advisers specialised in business economics
- d) 10 veterinaries (partnerships)
+ a clinique
- e) (building advisers)
- f) Nature and environment
- g) Project department
- h) Audit, accounts and law
- i) Estate agents



**We are all potential winners
... it is a question of willpower**

