Advising Services of the Future - for "business farmers"

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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
- Follow up
Advising – the principles

Farmer

Selecting the focus-areas

Setting objectives

Plan of action

Providing advisory services

Contract / agreement

Follow-up Evaluation
"Key-account-manager"

- Dairy and cattle production
- Plant production
- Pig production
- Accounting and management
- Farm secretary
- 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
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Trends in Number of Holdings and Advisers

- Dash-dotted line: Holdings
- Solid line: Advisers

Y-axis: 1000 holdings
X-axis: Number of years (1900 to 1990)

Graph shows the decrease in holdings and increase in advisers from 1900 to 1990.
Strategy 2009

Front office - Back office

Specialisation:

• management
• sales
• advising
• specialists
• service
• administration
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