

DEVELOPMENT OF INNOVATION NETWORKS

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Ghent University – October 2012

Introduction

1. Who is AGCO - Massey Ferguson ? Our missions

2. Development of innovation networks :

“Vision of the future” in partnership with Lasalle Institute

3. Talent acquisition & Employer branding in AG industry



MASSEY FERGUSON

Who is AGCO – Massey Ferguson ?

Founded in 1990: global equipment company in agricultural industry with facilities all over the world

Challenger

Smart Machinery, Serious Results



FENDT

Efficient Technology



*A World of Experience –
Working with You*



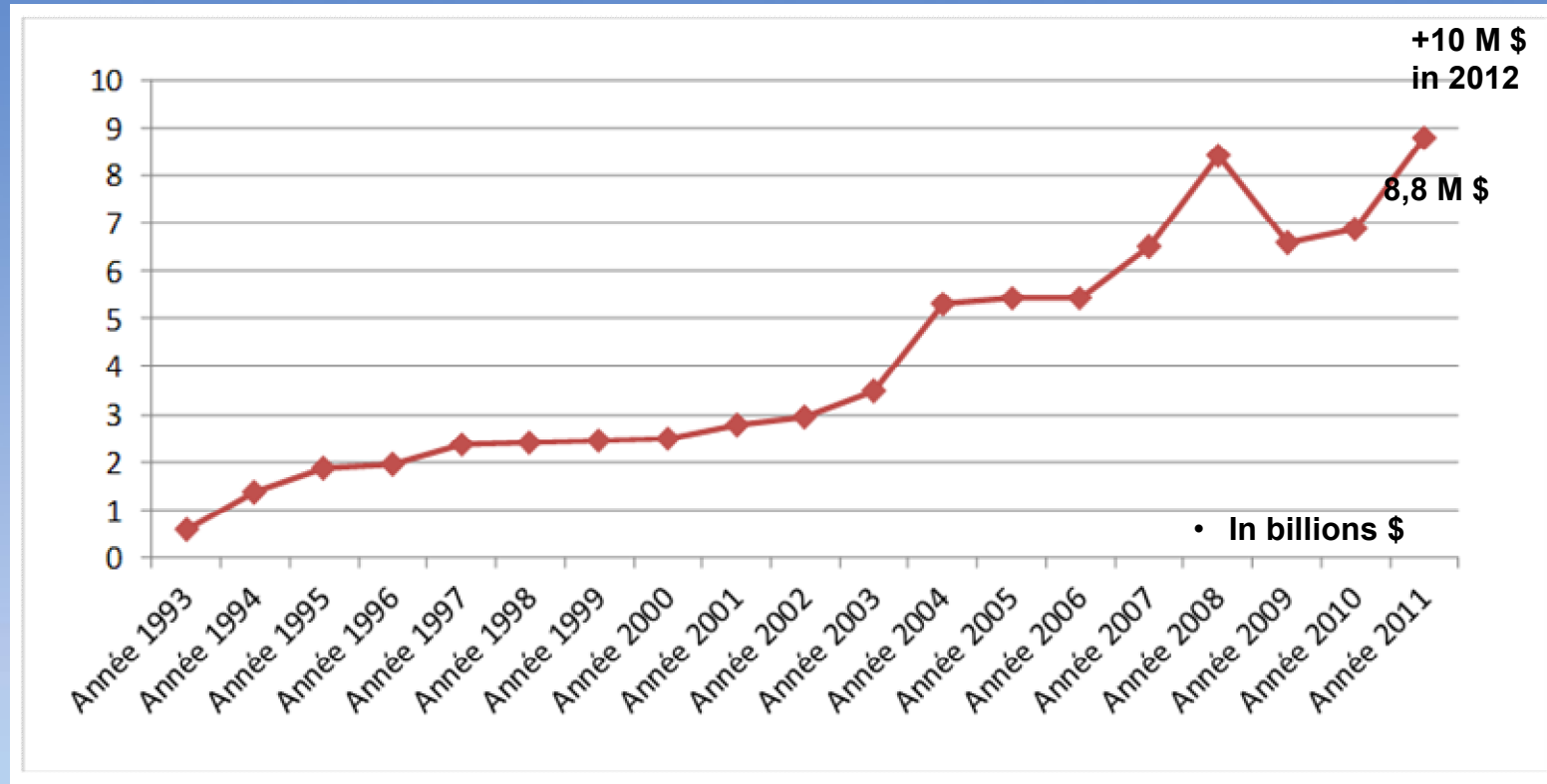
VALTRA

Individually Yours



MASSEY FERGUSON

AGCO Sales growth



Mission statement : Profitable growth through superior customer service, innovation, quality and commitment

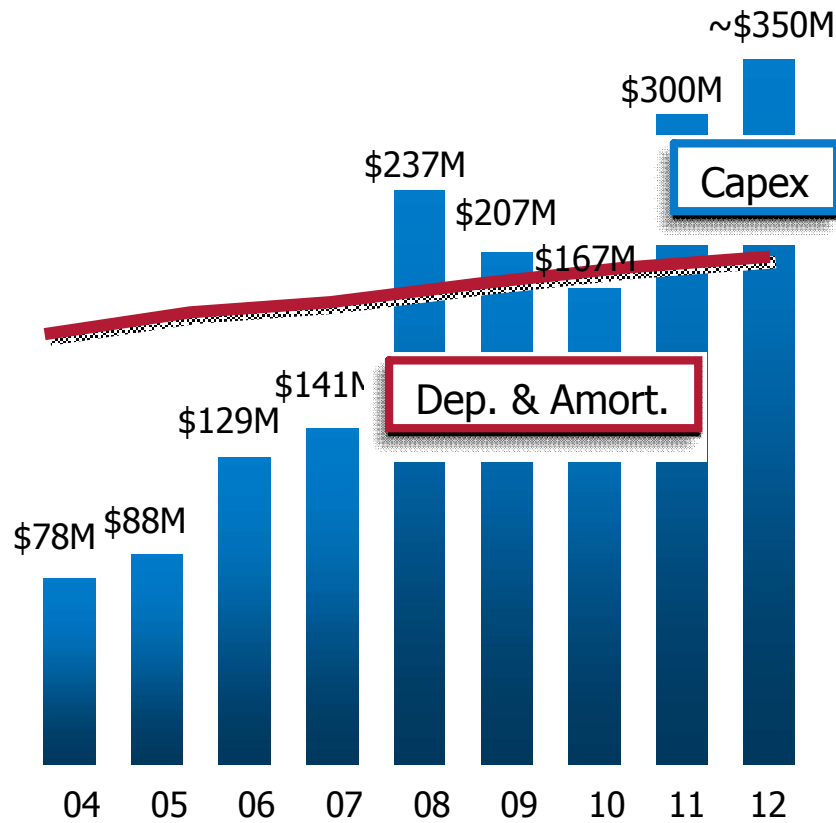
20,000 employees in the world

Research & Development

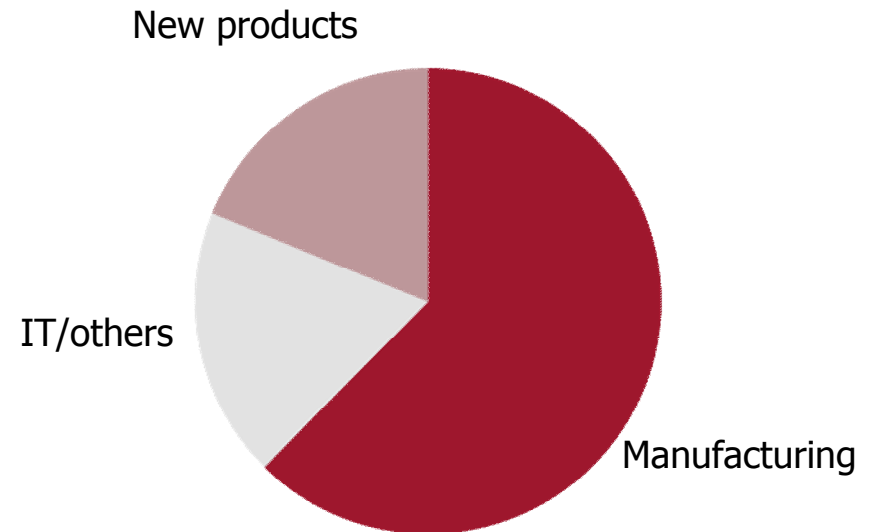
– Innovation for growth



Investment budget worldwide



Split in 2012



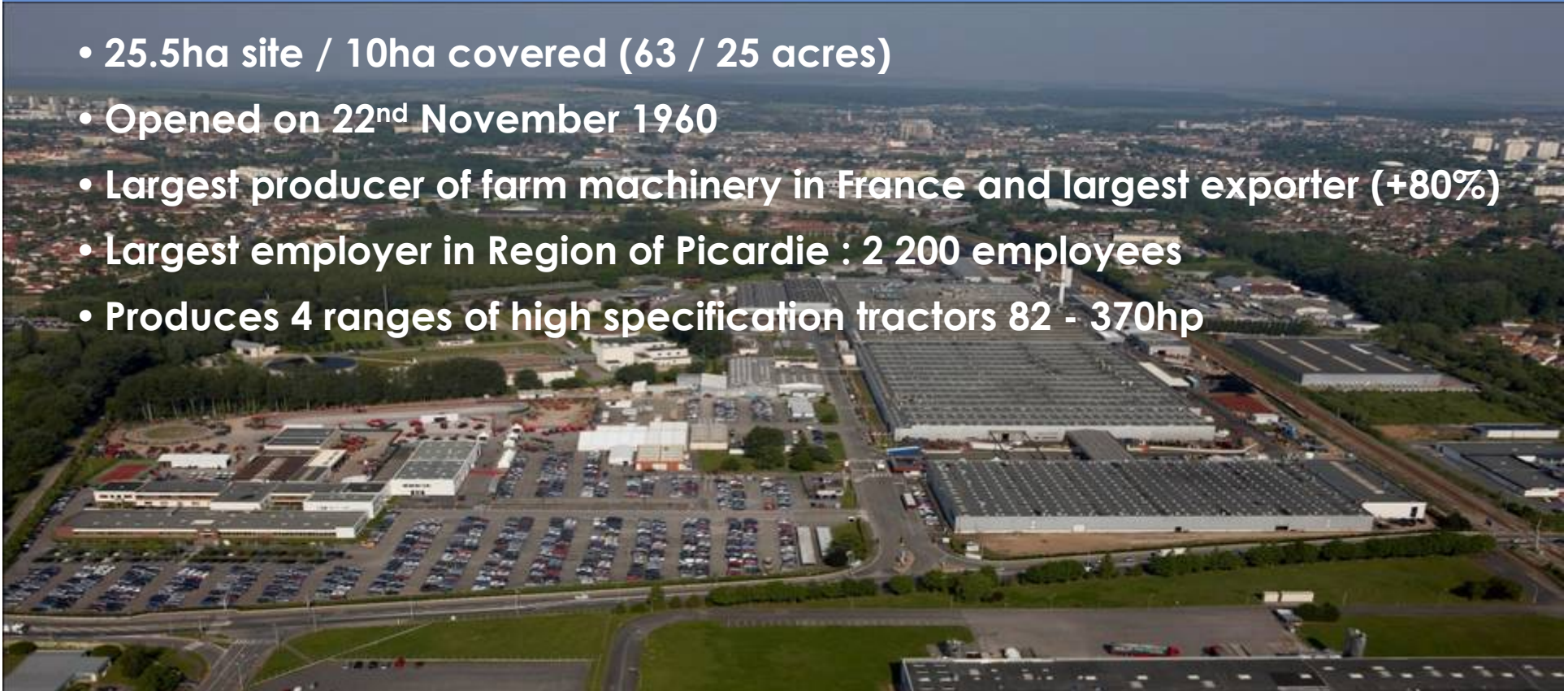


SUPERIOR DNA
from MASSEY FERGUSON

MASSEY FERGUSON is a worldwide brand of AGCO.

Beauvais site : keys figures

- 25.5ha site / 10ha covered (63 / 25 acres)
- Opened on 22nd November 1960
- Largest producer of farm machinery in France and largest exporter (+80%)
- Largest employer in Region of Picardie : 2 200 employees
- Produces 4 ranges of high specification tractors 82 - 370hp



Description of Beauvais Massey Ferguson site



All functions on the same site

OUR BRAND VISION

Massey Ferguson's vision is to be the choice of farm equipment for the experienced farmer around the world.



MASSEY FERGUSON

OUR TARGET CUSTOMER

- The Massey Ferguson user is an educated, experienced farmer. Age 30 to 50 years old.
- Farming is likely in his “family gene.” He works hard – dawn to dusk – but the hard work is balanced by a passion for farming.
- He never shies away from a hard day’s work.



- He cares about the environment and sees himself as a guardian of the land – it is the source of his sustenance.
- He strives to strike the right balance between sustainable practices and strong profitability.
- He is looking for versatile equipment that works in different areas of farming on various farm types.



MASSEY FERGUSON

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Vision of the future

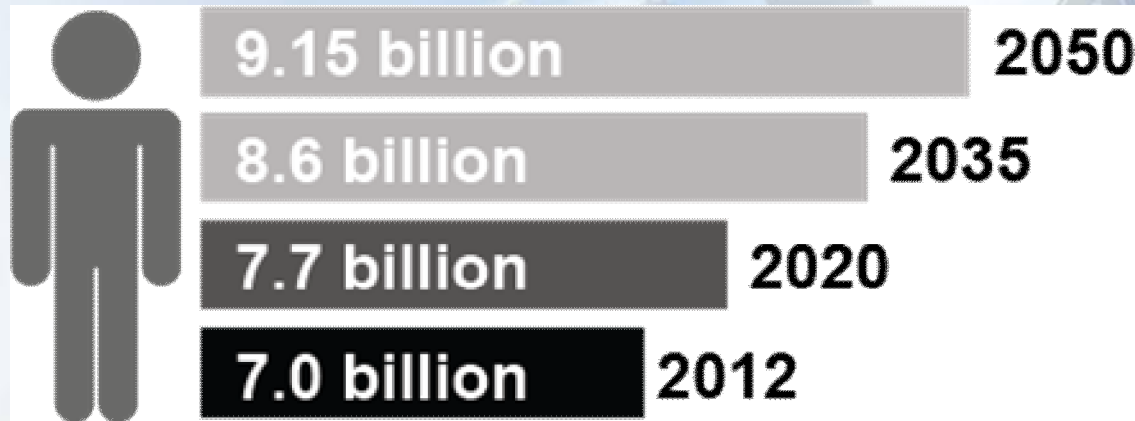
from **MASSEY FERGUSON** | BEAUVAIS 2012

September 2012



Vision shared with our customers, employees and partners

Predicted world population growth



Vision of the future
from MASSEY FERGUSON | BEAUVAIS 2012



We need to produce more

- Africa has 86% uncultivated land
- Bulgaria has 2 million hectares of uncultivated land
- The remaining has to come from cultivated land!



Vision of the future
from **MASSEY FERGUSON** | BEAUVAIS 2012



Food production must double

- Huge consumption increases
- Dairy will increase by 30 million tons in 10 years



Vision of the future
from **MASSEY FERGUSON** | BEAUVAIS 2012

Genetic improvements

- Produce improved proteins
- Potentially increase EU 15 CAP payment by 10% per hectare
- GM plants can increase productivity by 50%



Vision of the future
from **MASSEY FERGUSON** | BEAUVAIS 2012



Storage after Harvest is crucial

- 30% of yield is lost from poor storage in Kazakhstan
- Storage prevents the risk of forced sales



Vision of the future
from **MASSEY FERGUSON** | BEAUVAIS 2012

Water preservation

- Limit losses between pumping and spraying
- One size does not fit all
- Valley Irrigation – ensuring we work with experts



Vision of the future
from **MASSEY FERGUSON** | BEAUVAIS 2012

- **Over 5000 customers and dealers attended Vision of the Future over a period of 9 action packed days in Beauvais – France (september 2012)**
- **The Massey Ferguson team & Supporting Partners shared their Vision of the Future to the Farming Industry**
- **Over 35 countries visited & experienced Massey Ferguson’s new range of innovative machinery in the field**
- **Partnership with Lasalle Institute (Beauvais – France)**



Vision of the future
from **MASSEY FERGUSON** | **BEAUVAIS 2012**

PROUD PARTNERS



GROUNDS CARE

GSI GROUP



LaSalle
Beauvais • Institut Polytechnique

MAÏSADOUR
semences

OmniSTAR.



Timac AGRO
International



VALLEY



Vision of the future
from **MASSEY FERGUSON** | **BEAUVAIS 2012**

LaSalle Institute

Project in association with Beauvais LaSalle Institute:

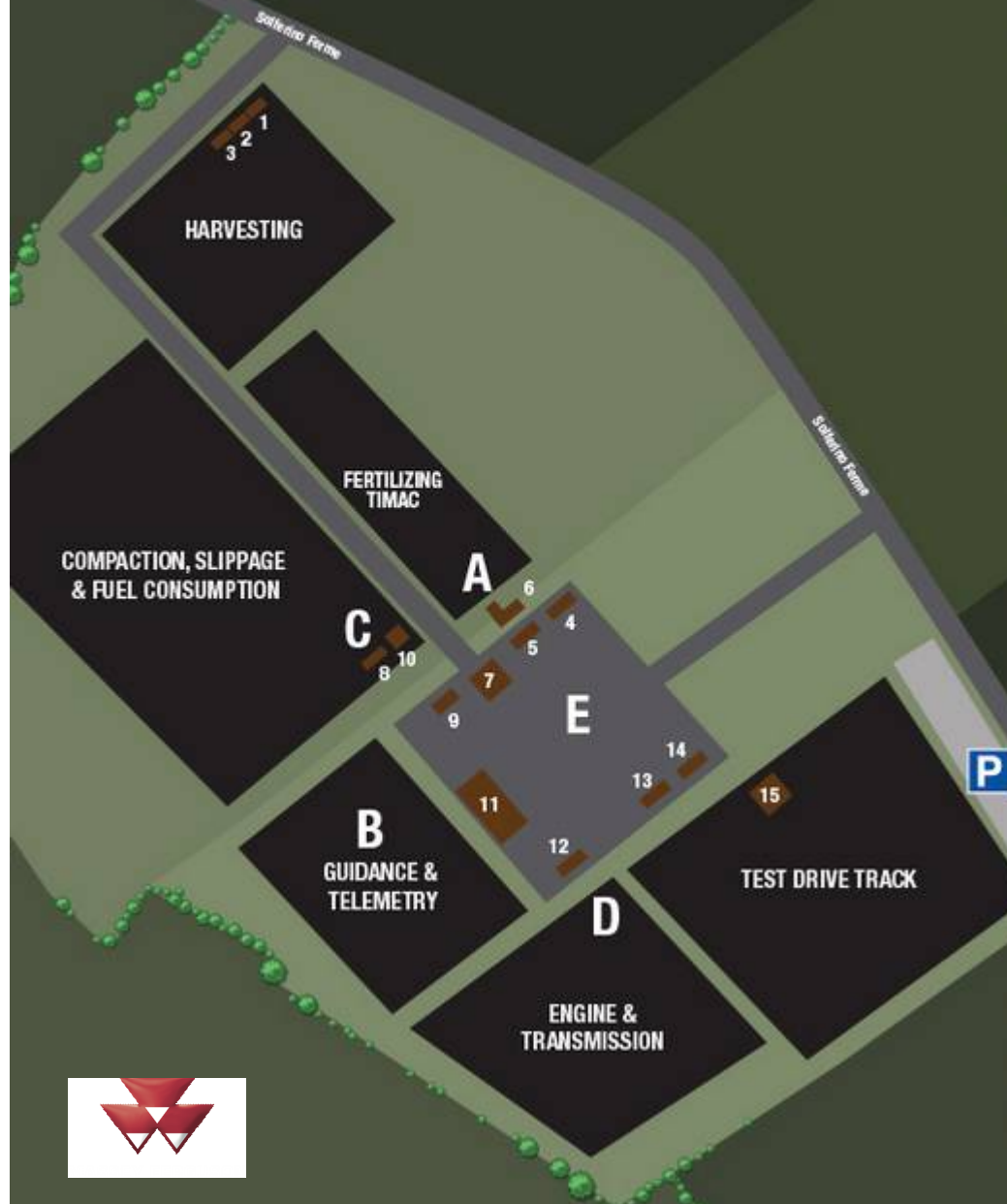
- Engineering School
 - Agronomy
 - Geology
 - Food & health
 - Nutritional sciences
- 1 500 students
- “Farm of the future” project





Vision of the future
from **MASSEY FERGUSON** | BEAUVAIS 2012

Field Events



- 1 **Agritel** - Grain forward selling techniques.
- 2 **Massey Ferguson** - Full harvesting range
- 3 **GSI** - Grain storage solutions
- 4 **Fella** - Hay & Forage equipment
- 5 **Maisadour Semences** - Seed genetics
- 6 **Timac Agro** - Precision fertilizing
- 7 **Valley Irrigation** - Precision irrigation and water management
- 8 **Trelleborg** - Traction and Soil preservation
- 9 **Gregoire Besson** - Soil preparation implements
- 10 **Trelleborg & Massey Ferguson** - Soil trench workshop
- 11 **Massey Ferguson Dealership** - Customer support, Finance Solutions, Massey Ferguson Technology Solutions (Guidance & Telemetry)
- 12 **Massey Ferguson & AGCO Power** - Engine efficiency and fuel economy
- 13 **Massey Ferguson** - Ground Care and Lawn & Garden range
- 14 **Massey Ferguson** - Power Series Gensets
- 15 **Massey Ferguson Test Drive Track** - Check in



Workstations

8 workstations:

1. The **“Perfect Dealership”** for the future :

- Parts area
- Service area
- AGCO FINANCE office
- Guidance & telemetry : TOPCON & OMNISTAR

2. **Soil preservation, optimum slippage & fuel consumption** managed by MF, Trelleborg, LaSalle Institute & Gregoire et Besson

3. **Engine & Transmission** managed by MF & AGCO SISU POWER

4. **Harvesting for the future:** MF, GSI and Agritel

5. **Irrigation and water** managed by Valley Valmont

6. **Breeding area & milk industry** managed by Fella, Lactalis and DeLaval

7. **Transformation industry & producers relationship** managed by Nestlé and Tereos

8. **New fertilizers & better fertilization** managed by Roullier group





Vision of the future
from **MASSEY FERGUSON** | BEAUVAIS 2012

**We need some experts, today and
for the future**



Vision of the future
from MASSEY FERGUSON | BEAUVAIS 2012

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 3. **Talent acquisition & Employer branding in agricultural industry : HR vision**



MASSEY FERGUSON

AGCO – Employer of choice

- 20,000 employees in the world
- Recrutement in Research & Development, Product reliability, Marketing & Sales...
- Acquiring talent with **International trainee programme** (18 months) :
 - A range of entry-levels schemes for students and graduates
 - Rotations : opportunities to work in different countries in EAME
 - Training : on soft skills, alongside on-the-job training
 - Coaching and mentoring by a manager of Regional Management Board
 - Written application : application@ch.agcocorp.com (phone interview, assessment centre, job offer)
- AGCO employees to train and management skills to reinforce in partnerships with Universities – Global thinking
- **Projects and partnerships already tested with different universities : success and failures.....**



Vision of the future

from MASSEY FERGUSON BEAUVAIS 2012



Innovation projects & partnerships

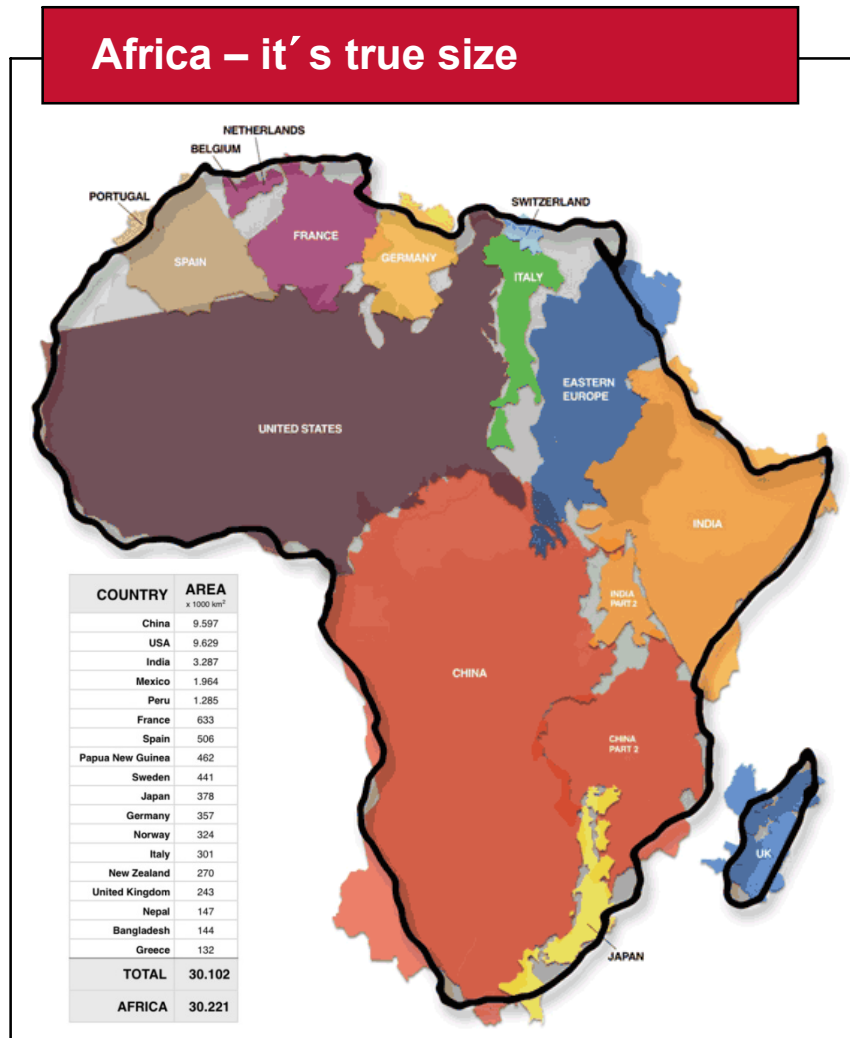
- **Model farm** in Zambia and in France with Lasalle Institute
- Virtual reality – **3D modeling** : INPGrenoble
- **Electric drives** / sensors - Artificial intelligency : UTC Compiègne
- **Hydrogen project** – Electric transmission : CEA Grenoble
- **Series hybrid & fuel cell** : Cemagreff, ESIEE Amiens
- **Tractive efficiency** : Harper Adams University in UK



Vision of the future
from **MASSEY FERGUSON** | BEAUVAIS 2012

Targeted Approach Required: Africa is enormous, heterogeneous and has a growing population of 1 billion.

Africa – it's true size



Africa's fragmented economies

Population: 166.6m
Languages: Arabic
GDP Growth: 3.6%
GDP: US\$604.4bn

Population: 90.9m
Languages: Arabic, Italian, Somali
GDP Growth: 6.1%
Ethiopia GDP: US\$29.7bn

Population: 189.8m
Languages: English
GDP Growth: 5.5%
GDP: US\$234.7bn

Population: 115m
Languages: English
GDP Growth: 6%
GDP: US\$71.9bn

Population: 255.6m
Languages: French
GDP Growth: 3.9%
GDP: US\$180.7bn

Population: 99.1m
Languages: English
GDP Growth: 4.8%
GDP: US\$417.7bn

Population: 40.7m
Languages: Portuguese
GDP Growth: 7.7%
GDP: US\$95.2bn

*GDP Growth = Average growth for the region, IMF 2011 estimates

Model Farm : The WEF Grow Africa Investment Forum

May 9, 2012 – African Union Headquarters, Addis Ababa



Record-setting participation - 270 attendees, including:

- 3 African heads of state
- 7 Ministerially-led delegations from Grow Africa countries
- Leaders of G8 and other governments (USA, Canada, UK, Saudi Arabia)
- Multiple heads of international & regional organisations
- 116 companies (49 African, 47 multinational, 20 from other regions)
- Donor agencies, civil society and farmer leaders, experts
- Significant additional demand – over 100 turned away



Concrete and Agenda-setting Discussions

- Over 70 bilateral meetings between companies and country delegations
- 21 group discussions on country investment priorities (7 countries x 3 rounds each)
- Cross-industry luncheon on finance, IT & telecom links
- Panel discussions to exchange best practices
- Plenary with heads of state and Grow Africa partner organisations to chart the way forward
- Leadership dinner to debrief and connect



Broader impact in shaping the African and global agenda

New paradigm and “tipping point” for multi-stakeholder collaboration; investment mobilization; and African-led, globally-supported agenda

Zambia-Model Farm Ground breaking – 4th June

Historic Ground breaking, Zambian Vice president Scott attended and United States Ambassador Storella among other dignitaries



Improvement Initiatives : 3D modeling

RIGHT TOOLS



TECHVIZ
LIVE
VIRTUAL
REALITY

weekly virtual reality technical
coordination meetings

VIDEO



JACKSON

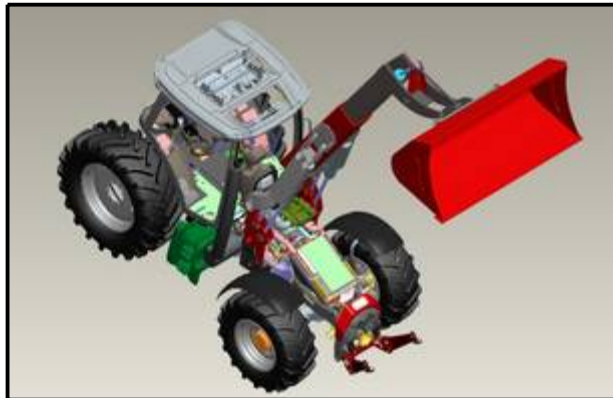
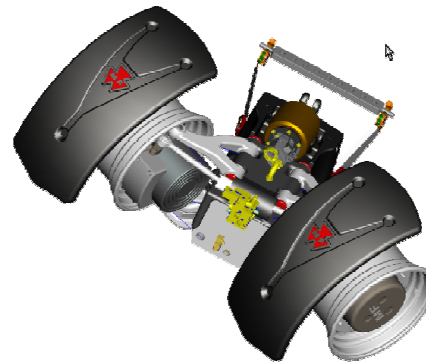


BEAUVAIS



and we plan to make it multi-site

Advanced Research



Telescopic loader



Electric drives
Series hybrid & fuel cell

New Engine Technology

Selective Catalytic Reduction (SCR)

- Improves fuel efficiency
- Reduces emissions
- Reduces engine complexity
- Provides path to Tier IV emission requirements



Development of innovation projects & partnerships

Some success & failures

What do we need now ?

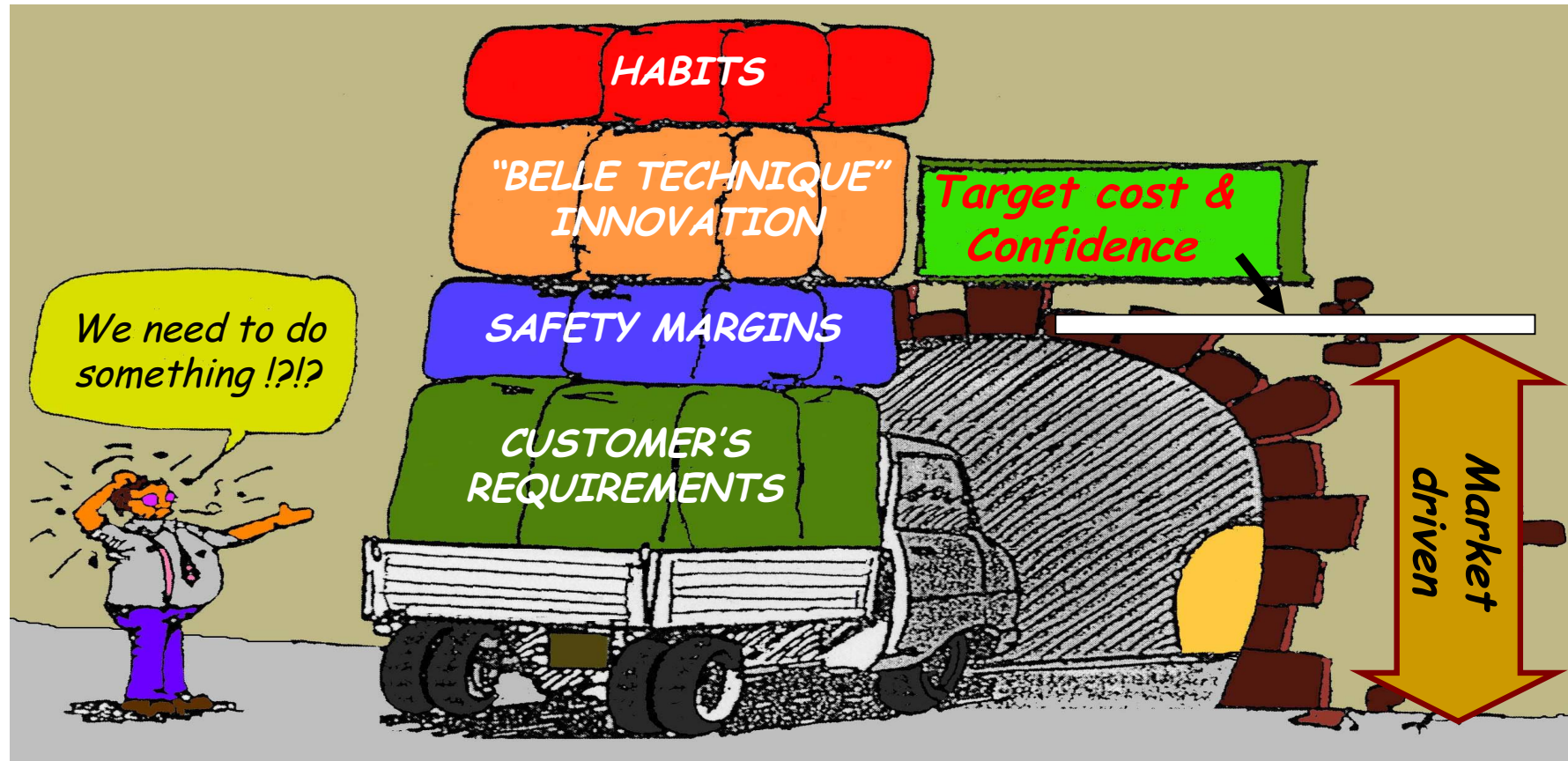
- Vision & Strategy with strong partners
- Global Knowledge of supports / experts
- Clear projects for the future, timing, resources with team work
- Confidence – Informations to share

⇒ HR comments : need to reinforce employer branding and partnerships, but

....



Vision of the future
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Need to reinforce partnerships and to change our way to think

Next step : Sima event in Paris – February 2013



Thank you for your attention



Ghendt 2012



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