



Human Capital Evolution in an Increasingly Digitized Food and Agriculture Industry

The Tech-Talent Reality in Food & Agriculture

Technology's role in the digitization of the Food & Agriculture Industry and subsequent controversial impact on workers at times appears to conflict with its role in augmenting human capability. But this is the true future of the sector: an effective integration of automation and human capital.

As farms and companies alike rethink their business models to harness the power of technology and adjust to a rapidly changing world, it's clear they can't succeed without making people a priority.

People are at the heart of every organization — and at the heart of technology. With artificial intelligence becoming increasingly infused into our work, we need highly skilled people to maximize the benefits of digitization across the sector. Human talent, rather than capital and technology, is the key factor linking innovation, competitiveness, and growth in the 21st century. People, not robots or artificial intelligence software, will continue to brainstorm new ideas, inspire others, and drive organizations to succeed.

Human talent and Technology must evolve as one.

Evolving Human Capital

Leaders and employees around the world understand that to thrive, organizations need their employees to be lifelong learners who grow with the business, embrace continuous change, master new technologies, and build skills for the future.

In exchange for committing to ongoing professional evolution, employees want flexibility in how, when, and where they work. They want their careers to conform to their personal lives, not the other way around.

They want a sense of well-being and purpose, which individuals experience through work in unique ways. And as they support technology, they want technology to support them back — through state-of-the-art platforms that enable people to connect, collaborate, and innovate together.

As organizations work to meet employees' new demands, they face other challenges, such as skill shortages, that have led to a growing war for talent. Ultimately, as long as organizations focus on the well-being, growth, and diverse needs of their people, they'll ignite the engine that runs their business and their technology — no matter how quickly the future of work evolves.



Innovation

Thriving employees are nine times more likely to work at a company that is committed to innovation. Yet only 42% of employees say that their company makes it easy for them to innovate – a figure that has not changed in the past year. Employees in India, China, and Brazil say their company is ahead of the curve, while those in Hong Kong and Japan are lagging behind.

Adopting a lab mindset does not happen overnight (see figures below), but many companies are on the journey and leveraging data to cultivate experimentation. Large organizations are creating centralized innovation hubs that are informed by local priorities to ensure alignment with the strategic vision.

Early adopters have been piloting AI and automation applications and testing concepts for the next wave of technology. Others have realized that their employees provide a goldmine of insights about where the market is going and how to stay competitive. Either way, what's clear is that harnessing the power of the collective – employees, customers, and partners – can fuel growth and innovation.

Fuelling Innovation



94% of executives say innovation is a core part of their 2018 agenda

but only



39% have specific funding for innovation set aside this year

and only



15% of employees say it is easy to innovate at their firm

Challenge Advisory Talent

At Challenge Advisory, we understand that a company is its people.

Cohesive organisation structuring through effective talent strategy, acquisition and management is the most important factor in every organisation's success.

Through our extensive and proven track-record, in helping organisations build from the ground up, we provide strategic outsourced recruitment solutions to organisations at every stage of their journey.

Acquisition, Development and Retention of Industry Leading Talent

Our services range from market mapping and executive search, to talent & staff management and organisation structuring. From start-ups to multinational organisations, Challenge Advisory has the experience, understanding and track record to build the team you need.



Food and Agriculture

Revolutionary digital solutions and technologies cannot be implemented within agriculture without critical support structures and resources. At Challenge Advisory we have built our services within the industry around one core goal - **Growth**. And central to our success in this is our ability to understand. This is shown through four areas:

Understanding Technology:

Digital solutions and technologies are revolutionising the landscape of modern agriculture. Our specialist agricultural team's knowledge allows them to fully appreciate and understand new technologies and systems that are being applied throughout the industry. Our practice is at the forefront of digitalization, and apply this knowledge to our client's challenges.

Understanding Potential Industry Use-cases:

Huge inefficiencies within management strategies and farm practices are being solved by the application of appropriate digital, machine, as well as automated solutions. Knowing where a solution is best suited will dramatically affect its uptake and the provider's resultant growth. Clients need to know where they can make waves within Agriculture.

Understanding the need for collaboration:

Challenge Advisory LLP is a collaborative organisation. We have benefited from working with an array of great partners in differing markets, and recognise the importance of shared knowledge and skills. The need for collaboration between cross-sector and cross-industry innovators is especially important in agricultural contexts, as stakeholders increasingly look outside of the industry for novel solutions. We understand the need for this, and build beneficial working relationships between relevant organisations.

Understanding the risks:

With any innovation, there are many inherent risks in development. Our cross-sector skills, experience and client base has afforded us a deep understanding of the most important limitations to success within the sector. We tailor our strategies around risk-avoidance, ensuring that our collaborative solutions support long-term growth and sustainability.



Case Studies



McKinsey

Partner, Ag & Food, LATAM

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Ceradis

CTO

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Syngenta

BD Manager, Europe

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Gamava

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Anterra Capital

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Voltea

Non-Exec Director

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Services

Executive Search

Our executive search service identifies, attracts and proactively acquires unique leaders, determining ideal organizational and cultural fit, and build appropriate frameworks for compensation and retention.

Professional Search

Through heavily curated global industry networks, we are strongly positioned to identify and attract professionals at middle to upper levels of management, in both single-search and project-scale recruitment campaigns.

Leadership Advisory

Our Leadership Advisory services accelerate the development of key leaders. Providing executives support in clarifying priorities, inspiring others, driving innovation, leading strategic growth and building successful cultures.

Enable and empower managers to lead in multi-speed, multi-partner environments through integrated talent planning and disciplined change management.

Industry/Market Mapping

Through our diligent research-based approach, we provide organizations with the intelligence necessary to enter new markets, identify opportunities and recruit outstanding talent.

Succession Planning

Our succession planning solutions help organizations design, and implement more effective succession strategies throughout their lifetimes, ensuring necessary frameworks are in place to mitigate risk and maintain effective results through periods of leadership change.

Create a virtuous cycle of identifying skills for the future, make relevant learning accessible, and provide opportunities to apply knowledge and build new skills.



Leading the Growth of Technology Start-ups in Food & Ag

Talent Acquisition, Strategy & Development

Our pedigree and knowledge of global talent, coupled with our unique experience working in partnership with disruptive technology start-ups as a growth facilitator, positions us advantageously to support in the development and implementation of effective talent strategies.

Our proposition is specifically designed to help start-ups develop their founding team, acquire talent to help drive the company to new highs and cultivate a unique culture.



Culture

Every organization has its own unique culture, defined by a collective set of values and habits that condition actions of people within the organization. Culture is essentially the written and unwritten rules of how people work with each other, customers and other stakeholders.

Cultures become ingrained over time as a response to the style and actions of influential leaders. Successful leaders shape their cultures instead of allowing their cultures to shape the company.

Shaping a culture is a journey, not an event. The process requires an integrated approach that must begin at the top of the organization and be embedded throughout the entire company. Most leaders who try to shape the culture on their own don't succeed. However, if done correctly, shaping a culture can be very successful, positive, rewarding and stimulating process.

At Challenge Advisory we embed ourselves within our clients to understand, embrace and help shape their culture, adding talent that enhances and improves upon this, while never forgetting what characterized and defined the team in the first place.



Insights

Diversity

Diversity is no longer an option, but a necessity in the workplace. The world is rapidly changing, and the leaders who don't respond to this reality will struggle to attract and retain the best talent moving forward.

[Read More](#)

Culture Shaping

Shaping an organizational culture in a journey, not an event.

[Read more about our approach to tackling](#)

Gender Equality

Gender equality remains an elusive goal in many parts of the world across all industries and Food & Agriculture is no exception.

[Read more about our understanding and unique approach to developing company cultures](#)

Digitalization

As the Agriculture industry looks to meet slowing growth and shifting demand head on by going digital, we take a deeper look at the benefits this will bring to civilisation and enable our world to prepare for 10 billion people living on planet earth by 2050.

Changing Workplace/Workforce

Automation and technology continue to affect agriculture, and new jobs that require skills not traditionally linked to farming are increasingly in demand. Employment is changing with a move away from traditional labour-intensive production work, combined with the increased consolidation of farming operations.



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