

CSC Nuffield 2016

Cavan, Ireland

In Brief, by Laure Figueureu-Bidaud, French scholar 2016.

It has been an amazing week sharing so much with 77 other fellows coming from the 5 continents. In fact we did have 1 Ethiopian, 1 Zambian, 1 Indian, 1 Japanese, 2 Chineses, 2 Americans, few Brazilians, Frenchies, Dutches, Irish, Kiwis, Canadians and obviously a whole bunch of Australians and UK.

The schedule was definitely very intensive, we basically kept going the all time. However everyone being even more brilliant than another: you may not be able to figure out how relevant, resonant, in-depth the debate was.

Saturday, March 4th

Guided tour downtown of Cavan: First chance to meet other scholars, while trying to catch all jokes the joyful and passionate guide was telling. He literally had a story on every house of the city!

Afternoon talks for welcoming and kicking off the meeting. Then first exercise of self-reflection: what were my **turning points**? It is actually a method based on identifying times in our life that made us change or lead to what we are today. Obviously there can be bad as well as good ones, and more or less big. For instance my year of study in Texas definitely change all the rest of my life while my mother's death brought me back on the farm.



Sunday, March 5th : Plan in nothing, planning is everything (Eisenhower)

Morning dedicated to leaders: Get to your **greenplatform**, with *Declan Coyle*! Choose what you do and be emotionally true. Red platform is fear: primary brain! (www.greeplatform.ie). Example of a **successful leader**: CEO of Lakeland dairies, *Michael Hanley*. Strategy built on expanding exports. Doubled its profit between 2010 and 2014.

Afternoon: How Ireland is going to increase its exports by 50% by 2025: Presentation of the **Foodwise 2025** report, by the chairperson of the working group including farmers representatives, industries, education, social, etc., *John Moloney*. Key note: 40% better marginal return when investing in human instead of physical.



Introduction to **Green Ireland®** brand: Approach across all agencies, promoting sustainability in the Irish food sector for communication purposes aiming at further expanding exports in the world.

Daily self-reflection exercise: Who am I? Using colour method, **I'm a Christmas Tree!!!** Green being, according to me, the most important (like to plan) and the second being the red (Humans care).

Welcome Reception Dinner hosted by **Taste of Cavan** and **Cavan County Council**: sat inbetween a county recently elected member and CEO of Manor Farm, major poultry industry in Ireland, Vincent Carton.

Monday, March 6th

Presentation of the **prospective view of Agriculture** by Bart Ijntema, a former dutch farmer, now expert at the Rabobank. Too many relevant observations to be made short, however here are some snapshots:

What is banking for food?

ECONOMICS	Increase availability of food	REQUIRES	Access to finance Access to knowledge Access to networks
	Improve access to food		
SOCIAL	Stimulate balanced nutrition		
	Enhance stability		

- Agricultural land per capita: 1.4 in 1961 => 0.8 in 2009 => 0.5 in 2050.
- 1/3 of the food is wasted
- Every 20 years: the number of people depending on 1 farmer is multiplied by 2

Then we had a global perspectives relying on some of our fellows' testimony:

Luciano Loman, from Brazil: 58M Ha of arable land; 43.6% going to exports (24% in China, 20.7% in EU, USA, Mercosur);

Angus Nicoll, from Zambia: small farmers are subsidised, no access directly to the sea, thus rely on neighbouring countries to be added to deficiencies in logistics (roads);

Ed Klee, from USA, Delaware (within 10 hours of 1/3 of the US population): 2M farms = 1% of the total population. 18 companies offer crop insurance, which can be subsidised up to 62%;

Shi Baoqing, from China: More productivity is on the way in China, largely supported by the the Chinese government;

Shigeo Maeda, from Japan: 2.2M farmers listed in Japan but includes part-time farming, truth would be closer to 1M. Real "marketing machine" to promote his Japanese crops and make a big communication about it: invited Farm Management Club, Tokachi Bakery Company, Gluten Research Club, Tokachi wheat companies, and organised big events such as Mystery Circle Art, World breaking record of a toast mosaic, Japan largest pizza, etc;

Daniel Gad, from Ethiopia: less than 1% of ethopian farms are mechanized and less than 1% as well is irrigated. Biggest crop, which can be used for a wide range of products: the Teff.

Malwinder Malhi, from India: working as a Project Manager for Syngenta, transferring agricultural technologies to Indian farmers.

Afternoon about **social media:** power has shifted to the consumer, key message given by Richard Stafford, Apridata: "don't fall in love with your products, BUT with WHAT your product does". Some key tweets to follow: **#farmlife**, **#Agprowd**, **#agriculture**, **#dairy**, **#farming**, **#farmer**, **#countrylife**. Social media is about engaging/committing ourselves to provide messages frequently with CONTENT, if possible give "behind the scene access" and use humour. Finally,

we have to be “careful not giving oxygen to people who won’t affect too many others. If not really much involved in our market (consumers) or keyplayers, leave it go”.

Final self-reflection exercise: the **SOAR analysis**, as opposed to the SWOT: analysis where we only work about positive aspects of our business. SOAR stands for Strengths, Opportunities, Aspirations (what are our dreams?), Results (how do we measure?).



DINNER HOSTED BY IFA (IRISH FARMERS ASSOCIATION) AT THE FARNHAM ARMS HOTEL

Tuesday, March 8th

Visit of the **ABP Clones** in Monaghan closed to Northern Ireland border: a bright new abattoir where Dr **Temple Grandin** has been involved to allow animals to circulate as naturally and as smoothly as possible (no right angles, small containment cells, antiskid rubber in the ground decreasing the noise and being safer when animals run on it, natural light). Thanks to everything that was set up to keep animals as calm as possible, you would be astonished how quiet the place is!



TEMPLE GRANDIN AND ABP FOOD GROUP, YOUTUBE

Rest of the day was spent at the Ballyhaise Agriculture College where we had three presentations of researchers of the **Teagasc**, equivalent the “Chambre d’Agriculture” in France:

- Donagh Berry: use of genetic/genomic evaluations for successful breeding programs: did you know you could eventually mate with your grandma without taking the risk of inbreeding?
- Trevor Dunwoody: farmers’ discussion groups for improving technical and economical aspects of their farms. Funny to see how new it sounds to Aussies and how intrigued they were!
- Donal Patton: the famous Irish grass based dairy system. Up to 250U/Ha of nitrogen of grass!! Now I better understand how they manage to grow so much grass!
- John Kelly, principal of the college: why is agricultural education so important?



Diner at the Radisson Farham Estate hosted by Calor Gas, new Nuffield Ireland sponsor. What a beautiful place where to stay!

Wednesday, March 9th

Starting with Dr Edmond Harty's presentation, CEO of Dairymaster, on how to look for new **innovations** that can be implemented in the Ag industry. As he says: *"If it doesn't challenge you, you won't change"*, or *"Do something different or better than what's the norm today"*. According to him, technical changes to be expected are:

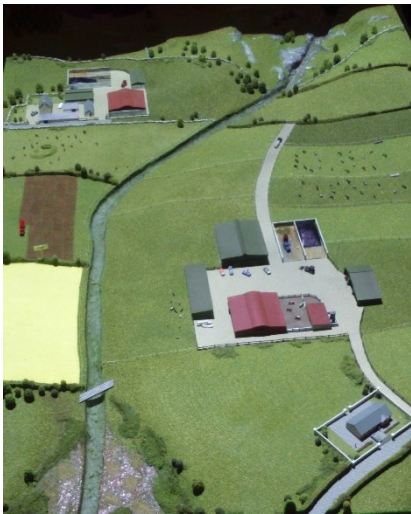
- Better softwares, better applications
- Better battery life
- Better range (network)
- Much more information.

New technologies on the way: 3D-printing, individualisation of data analysis and nanotechnologies.

Second part of the morning was a debate on **sustainability**. As I said when I had to thank all of them at the end: Pr Matthews pointed out the role of Agriculture in climate change and its place in environmental policies, Mr Coghlan explained his view of how agriculture could become more sustainable and Pr Schulte shared his model of land use characterization and how we could use it for sustainable land management.

I personally was amazed how little concern the Aussies, some English "big farmers", Canadians and some Kiwis showed. It seems EU has a huge lead regarding this topic as compared to other big producers in the world. My opinion would tend to plead for a break in more environmental

legislation in EU, so that we make sure to stay competitive on a global market. Otherwise, we have to find ways to protect our markets...



The afternoon was called the « **catchment challenge** ». It was about finding all possibilities to preserve a catchment using a **3D-model** of a typical Irish landscape and finishing off with a role playing where a farmer had to defend eco-consumers' point of view, an environmentalist had to defend the farmers' point of view playing the role of the Minister of Agriculture, a Researcher had to play the role of the Minister of Finance and so on. It was definitely a very interesting way of setting up the best consensual plan.

Finally, Aidan Conolly, AllTech's chief innovation, food marketing and trend specialist, gave us his vision of what is going to be **AgFood industry in the future** (Future Proofing of Food Business, to be published soon). His method is based on 8 criteria:

- Sourcing
- Food safety
- Health and Nutrition
- New Technologies
- Production
- Labor
- Climate Change
- Sustainability.

Next big change to be expected: **Virtual Online Food Shopping**.

Thursday, March 10th: Day out: Visit of two farming families' success story!

MICHAEL HOEY, CEO OF COUNTRY CREST: MY DREAM!



The morning was spent at **Country Crest**, Closed to Dublin. The Hoey family started about 20 years ago to prepack fresh potatoes for the Irish retailer sector. Today it has become the biggest supplier of potatoes and onions. It also sells beef, which come from a fully integrated production, as well as prepared meals, for which they are also the leading producer both in Ireland and UK. Amazing business!!! With very open people willing to share what they have built up!

Visiting their business was not enough they offered us the lunch on their farm where they have a museum of... what? 500 old Ford tractors! Unbelievable!

In the afternoon we visited **Keelings**, a family owned business that is leading the business in fruit and vegetables retailing. It all started in 1926 when the family started growing blue berries, then strawberries in the 30's, apple and pears in the 50's, mushrooms in the 60-70's, date to which they also started to buy goods from growers of 46 countries in the world. In 2007 they decided to double the berry farm as the market keeps growing. Since then they kept developing the production in glass houses using all the best technologies coming from the Netherlands, even the adviser.

One more thing I will remember as well is that in both cases they rely on labor from eastern European countries, especially polish. They are quite well educated, work hard, have no relatives they want to visit after work, and, and... are cheaper! ...



MR KEELINGS, 3RD GENERATION, KEELINGS CEO: THEY MADE IT!

Friday, March 11th

I haven't explained yet but every morning before starting any other discussions some peers of Nuffield were giving some words about the "value of the day". I think the Friday's one was perfectly summarizing everything we discussed during the whole day "**Pass the torch**".

We first had a long presentation of Heather Wildman, married to a Scottish farmer, once a Nuffield scholar and now using a whole bunch of small **self-reflection** exercise to talk about mental health, personal and community resilience. Key point was: **TALK!** Frame was: where am I in the triangle between Me, work and Family? How do I prioritize them? What can I do to go where I want to go?

Then she discussed the difficult **succession** topic, emphasizing the role of advisors to look out the window and facilitate communication between members of the family. Besides that she also pointed out how helpful writing a will could be. Finally my snapshot would be: make sure I **work in my shoes** and that my plans can fit my father's plan, if not, how we can work on it.

During lunch we have been at **Supervalu**, a grocery store chain, which has set up a **brand specially designed for local producers**. It is actually an agreement between the producer and the retailer. The producer agrees on a price and certain specifications, rather limited, whereas the retailer does all the communication, promotion, and obviously the sales. To be compared to what E. Leclerc has started in France with *Alliance Locale*. That's when I actually figured out, Irish were probably as keen as the French on their food!



SUPERVALU STAND OF MARKETED LOCAL PRODUCTS

The afternoon started with a presentation about the **EU Ag policy**, given by Tom Tynan of Agriculture and Rural development Commissioner Phil Hogan's Cabinet. Nothing really new for European citizens, but always relevant to explain to other countries what **subsidies** really are. Funny game at the end, where most Aussies realised they were actually subsidised too through indirect payments! In the end most of the people in the room agreed on some indirect subsidies as Agriculture is a key sector for rural development and food self-sufficiency.

Last but not least talk was about **Advocacy** in Agriculture. Advo...What? Process to support a cause says the definition, given by Andrew Campbell, Canadian farmer, who also launched his company Fresh Air Media. He emphasized how important it was for us as farmers to communicate. In fact, as he underlined *"to the consumer, our side of the story doesn't exist, unless we*

#farm365

tell it". Two key facts to remember:

- 1) To **make good news popular**: make them as emotional as the bad ones
- 2) Bring **content** in your story.

Ultimately we should believe in what we are actually talking about!

Gala dinner at the Olde Post Inn. Best diner of the whole week: lamb was succulent! Then big night downtown: in my opinion, ultimate team building, which should be a have-to-be-done at Nuffield CSC.

Saturday, March 12th

Final Wrap up: final exercise: the **market place**, or how to set up a **brainstorming session**. Rise questions, organise them and go into them in depth.

Most people had slept 2–3 hours, and one more time it was fascinating to see how everyone was still so relevant, clever, brilliant!

I had the feeling everyone was now perfectly comfortable, good mood, everyone getting well along... I felt like it should have lasted some more days! I definitely plan not to miss any of them if they are one my way while traveling around!

In brief: I'll do it again once, twice, three times, and I guess I'll never be fed up with it! Whoever has a chance to be part of this enthralling week, should never miss it!

If you don't go after what you want, you'll never have it. If you don't ask, the answer is always no. If you don't step forward, you're always at the same place. (Nora Roberts)