Innovation through Integration

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Steve Hanson - Cargill
155K Employees

Located In
70 Countries

150+
Years of Experience

Speaking
65+ Languages
Innovation:

"The introduction of novelty into the knowledge and innovation by the introduction of knowledge back into money."

— Greg Page

– Oxford English Dictionary
Traditional Value Chain Model (Disconnected)

Agricultural Trait Products

Consumer drives RETURN

Maximize profits at each node

Example: “long shelf life wheat”
Integrated (Connected) Model Confirms Marketability

Value Proposition Test = "fast failure"

Example: "long shelf life wheat"
High Oleic Canola
Victory seed and Clear Valley oil brands

Low Saturate Canola
Victory seed and Clear Valley oil brands

Omega-3 Canola
Latitude brand oil

Future...
Opportunity to work in new markets with new partners
Why Integrate?

1. Innovation = Turning knowledge into money

2. Early confirmation of value proposition

3. Innovation REQUIRES customer access