

inVIVO TECH 2020



HEADING FOR DIGITAL
TRANSFORMATION

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DIGITAL TECHNOLOGY: A PERFORMANCE

BOOSTER



**THIERRY
BLANDINIÈRES**
Chief Executive
Officer

Digital technology is of increasing importance in our daily work lives. Agriculture, agri-food, and retail are being reshaped by this force of nature that is transforming and revolutionising all sectors. We shouldn't just go along with these changes, but should anticipate them. We have already started doing that.

Our divisions are adapting their business model and integrating innovations very quickly. These innovations are: precision agriculture, big data, connected farming, connected retail, point of sale digitalisation, etc.

But it goes beyond that, our working methods, our ways of connecting, exchanging and sharing will also be reconfigured by the effects of this transformation.

Let's be clear about it. We are not simply following the latest trends and fashions, just to be seen to be getting on board with digital, or "digitally washing" our business activities.

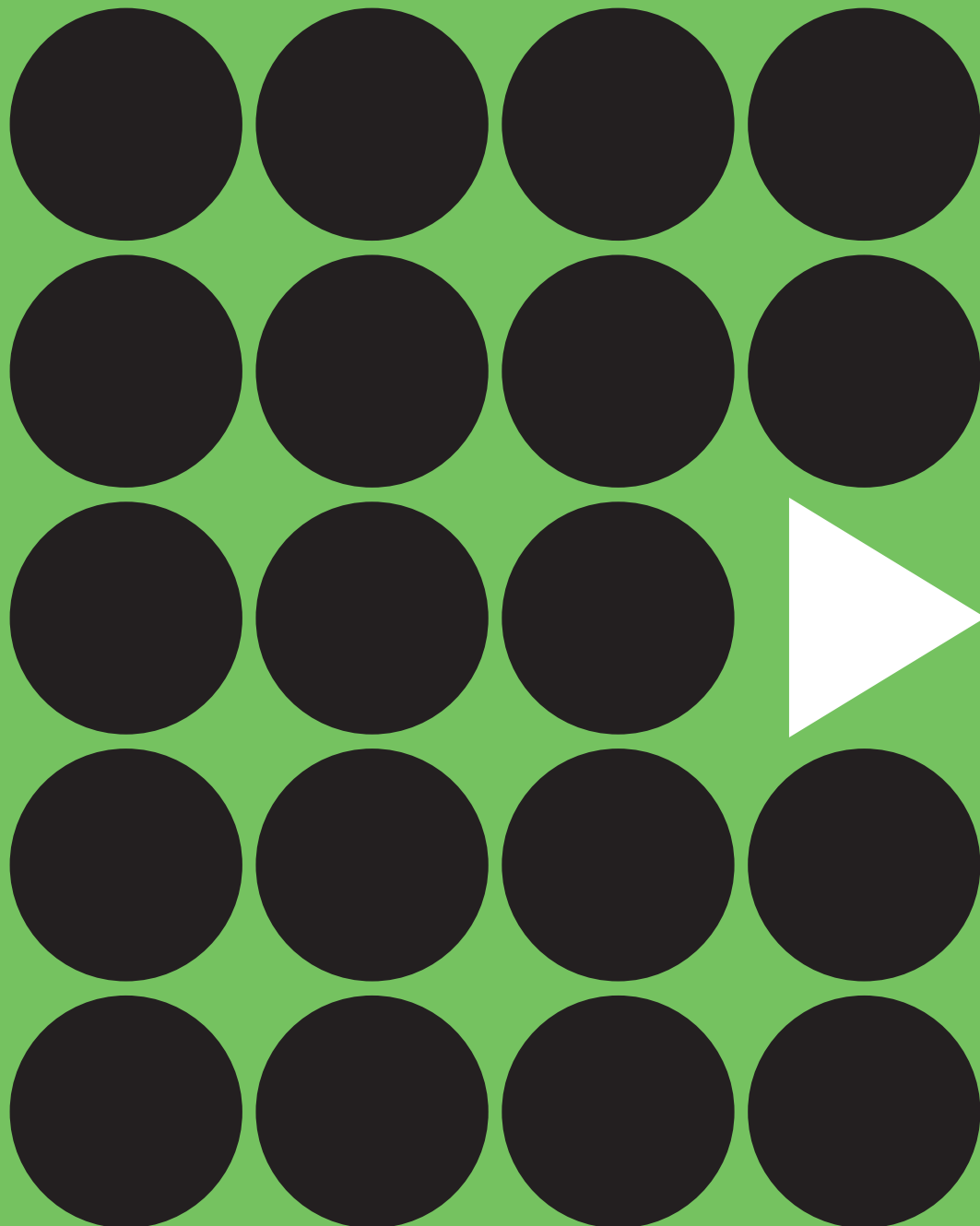
Investing in our divisions and in our future work methods is confirming our confidence in the ability of French agriculture to produce more and better, to take its place on the world stage. It is giving our co-operatives, their members and all farmers the opportunity to look to the future with renewed ambition, in France and abroad. It is providing the consumer with quality food which meets

their expectations. It is also a pressing need to sustain our existence and ensure the profitability of our operations, without which nothing is possible.

We have given our divisions and our organisation until 2020 for this transformation. That may seem very soon. This time scale indicates how the agility and the speed of execution will be critical in the adoption and the dissemination of the new practices and uses throughout our organisation. All elements of our group must be ready to seize and implement the opportunities offered by the digital revolution.

However, we are also convinced that these great changes will not be dictatorial. The culture of the digital is developing and spreading through individuals.

"InVivoTech 2020" is, therefore, not a programme, nor a plan of action, but an ambition, a direction to follow... It is a journey on the digital transformation pathway of our group; a pathway which we construct together, every day, with the future talents that will join us, relying on our very own co-operative values and spirit. Now, let's head for digital transformation!



Digital transformation,

a strategic challenge for every business

In September 2014, a McKinsey⁽¹⁾ study revealed a paradox: in France, although digital usage is largely widespread among consumers, businesses have been slow on the uptake. Given this, businesses have a particularly large and valuable asset at their disposal. However, to capture this potential, the speed of digital transformation must be accelerated.

FIVE EFFECTS OF DIGITALISATION ON BUSINESS ACTIVITIES

According to the same study, there have generally been five systematic effects of digital technology on the business environment and activity:

- **increased competitive intensity** tied to the emergence of new entrants, often pure players, and a growing transparency in prices and the characteristics of products and services;
- **the great renewal in customer experience**, which has become multi-channel, and multiplies the opportunities for interaction between brands and consumers;

(1) McKinsey & Company, Accelerating companies digital transformation: A reservoir of growth and competitiveness for France, September 2014.

- **the opportunity to enhance the offering of products and services** to better meet demand, through, for example, personalisation or the invention of new business models;
- **streamlining decision making** which, in a growing number of areas, can be based on the relevant and timely interpretation of big data;
- **the digitalisation of operational processes**, that is to say, substituting certain human operations with automatic computer processes.

No sector can escape these changes, including those seen as “traditional”: agriculture, for example.

DIGITAL TRANSFORMATION RELEASES A VIRTUOUS CIRCLE

The opportunities linked with digital transformation outstrip the risks. McKinsey estimates that the potential effects on the operational result could be -20% for a company which fails to adapt to the digital era, and +40% for a business which carries out an optimal digital transformation.

These figures are confirmed by a Roland Berger study with the French business cluster for digital transformation, Cap Digital, in 2014⁽²⁾. According to this study, more than 50% of the companies questioned estimate that the use of digital technology in their business has had a positive effect on turnover. In addition to this, businesses that are more digitally mature have effectively seen a growth 6 times greater than those less mature. And beyond the purely financial impact, it appears that employees in businesses which are most advanced in their digital transformation feel more at ease in their company, with an index of occupational well-being that is 50% higher. Indeed, the culture of a digitally orientated business has a large effect on the human factor. Once trained, the employees play a real part in the transformation.

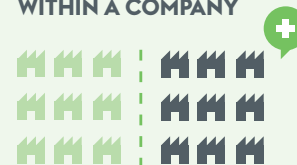
Digital transformation presents a unique opportunity to release a virtuous circle. By improving the offer or the production and distribution procedures, the business increases its competitive advantage and accelerates development.

(2) Roland Berger Strategy Consultants, Cap Digital (with the support of Google France), Du rattrapage à la transformation: l'aventure numérique, une chance pour la France, [Catching up with the transformation: the digital adventure, a chance for France] September 2014.

RISE TO CHALLENGES, OVERCOME CULTURAL BARRIERS

According to a survey of 439 directors, carried out by *L'Usine digitale* in 2015 in partnership with GT Nexus and Capgemini Consulting, businesses have realised that digital transformation is not limited to technological issues. They understand that the greatest challenges to overcome are managerial: defining the vision and sharing it (60.6%), developing staff skills (46.2%), advancing all services together (44.9%) or even defining an appropriate governance (39.2%). The barriers are, largely, cultural; a lack of awareness of the new digital tools and a lack of skills (43.7%), silo-based organisation (39.6%), lack of benchmarks on how to lead this change (36.4%), insufficient training of employees (36%). Nevertheless, 68.1% of surveyed executives believe that digital skills have grown.

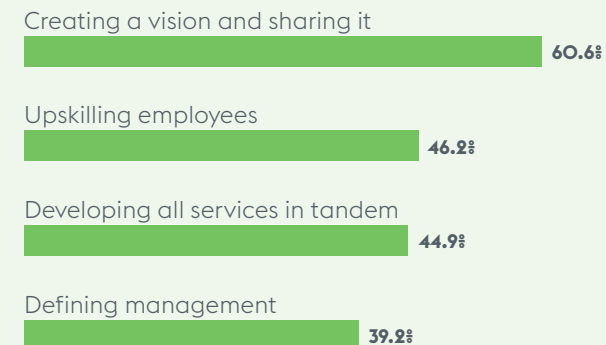
DIGITAL DEPLOYMENT WITHIN A COMPANY



50% of businesses questioned believe that it has had a **positive effect on their turnover.**

More digitally mature companies have seen an increase in turnover 6 times greater than those that are less mature. Employees in the more digitally developed companies have a 50% higher index of occupational well-being.

THE BIGGEST CHALLENGES THAT COMPANIES FACE WITH REGARD TO DIGITAL TRANSFORMATION ARE:



InVivoTech 2020:

accelerating the “2025 by InVivo” strategic plan

Digital transformation at InVivo is a cross-functional, value creating accelerator, which supports the 5 performance pillars of the “2025 by InVivo” strategic plan and the development of the four fields of expertise: InVivo Agriculture, Neovia, InVivo Retail and InVivo Wine.

Digital transformation, more a human (r)evolution than a technological one

Digital transformation should not be confused with innovation or technology. An innovation may be based on a digital technology but not all innovations are digital. At Invivo, our R&D focuses, for example, on a large number of fields of investigation in which digital technology plays a part rather than being the final answer (research on people, to give just one example).

For Sébastien Graff, DHR of the group, in charge of the roll-out of the “2025 by InVivo” strategic plan, digital transformation is more a condition for innovation, a state of mind. *“The digital culture and digital maturity of a company promote the establishment of an open and participatory ecosystem which is conducive to innovation. Digital transformation is therefore mainly a way of looking at things differently, which stimulates the whole business: design, production, sales, management, collaboration, training, interaction. To put it differently, it is a human and cultural revolution more than a technological revolution. This is certainly the vision we support at InVivo.”*



**SÉBASTIEN
GRAFF**
Director of
Human Resources,
Communication
and CSR

At the service of co-operatives, farmers and French agriculture

The digital revolution is too often seen as an accumulation of technological bricks with names which are as fascinating as they are mysterious: social networks, big data and learning analytics, cloud, internet of things, simulation and 3D printing of products, materials and processes, artificial intelligence, augmented reality, cybersecurity.

While it is obviously necessary to understand and master these technologies, it is more important to express them in a vision orientated towards our own purposes: investing in the agricultural businesses and food processing of the future to help give agriculture and French agricultural co-operation their place in the world, while respecting the planet and people on it.

The 8 digital transformation levers at InVivo

The digital transformation of our group rests on 8 key levers.

Lever no. 1: Disseminating digital culture by a changing practices

The relocation of the InVivo headquarters to Paris La Défense in the Carpe Diem Tower, the new HPE 2005 (highly energy-efficient) building, the opening of We'nov, the Neovia world centre of innovation, in July 2016 near Vannes, the opening, in the near future, of the InVivo Agriculture agrodigital studio in Montpellier, these are all opportunities to develop paperless procedures, which, beyond their symbolic value, will give employees the opportunity to become more acquainted with the daily uses of digital technology. Two examples: the paper pay slips have disappeared in favour of secure, personalised digital safes. The majority of incoming post will be digitised at entry: Dematerialisation that goes hand in hand with our environmental concerns.



Lever no. 2: Fostering new collaborative and remote working methods

The new InVivo headquarters have been designed to encourage meetings and collaborative working methods. This reflection, which expands to all group sites, translates our determination to reduce hierarchical levels (flat organisation) and to promote cross-functionality and work, into a project organisation that breaks the silos. The InVivo internal social network, In'Touch, launched in 2016, is a practical demonstration of this. Particular attention is paid to nomadism and the dematerialisation of the workplace, which involves providing “nomad” employees with hardware and tools that allows them to be connected to the entire organisation and the knowledge bases that are necessary to their activity. A recent remote work agreement means that, within the limits allowed by the needs of the business, new employee expectations can be met regarding the professional/private life balance and reducing commuting times.



Lever no. 3: Serving communication on an international level

The InVivo group is now present in 31 countries, with a multi-cultural workforce of 9,200, only 2,500 of which are based in France. Language practice has therefore become an essential foundation of communication. InVivo develops tailored training programmes designed to foster business communication in real situations. These courses are especially based on digital learning technologies such as e-learning or MOOC. On a more global level, digitalisation has shown itself to be a formidable lever in facilitating connections and exchanges between teams in the four corners of the world.



Lever no. 4: Managing talent

Detecting and managing internal and external talent, including digital skills, is the driving force behind our capacity for innovation and progress. Bringing in fresh talent and mixing up the teams are the best guarantees of our ability to adapt constantly to the technological, environmental and societal changes that will permeate our businesses more and more. Whether in terms of recruitment, career management or forward-looking management of jobs and skills, the full range of digital tools is provided for the goal. Talent management, nevertheless, still relies above all on the listening skills of managers and their closeness with their teams. They are our finest asset in the detection and promotion of talent.

Lever no. 5: Supporting the intrapreneurs

Spotting the good business ideas of our employees and helping them to develop them represent a creative, resilient factor for InVivo. Everyone is actively encouraged to think of ideas and share them. InVivo has established a support ecosystem for these employee-entrepreneurs. The InVivo Campus business university is the setting in which this support is provided: training in financial management, art of pitching, meetings with start-ups, and, above all, establishment of relationships between the relevant internal and external bodies, allowing for the confirmation of the POC (proof of concept) idea. Subsequently, employee-entrepreneurs will be involved in the capital of these entrepreneurial ventures and InVivo will give them the benefit of its new seed funds.





in your company premises, or by facilitating market access. InVivo has developed different means of playing this role of incubator, accelerator and developer of start-ups. In Morbihan, We’nov for Neovia in animal nutrition and health, and at Montpellier, the agro-digital studio for InVivo Agriculture, both, are places of open innovation and incubation for start-ups in each of the sectors. This scheme is complemented by two startup funds, InVivo Invest and Neovia Venture.

(3) Extract from Thierry Weil, “L’Innovation ouverte” in *L’Industrie est une aventure*, Mook Autrement, 2011.

Lever no. 7: Integrating new businesses

We pay particular attention to integrating businesses in groups with operational methods that are different. Knowing how to integrate them without “stifling” what makes them valuable, preserving their very fluid and independent way of operating, while helping them to grow, without restricting the relationship to a purely financial one, these are all poorly resolved issues for many groups in all sectors. Nevertheless, the successful integration two years ago of Smag, a publisher of digital applications for agriculture, suggests the existence of a method particular to InVivo with regard to its ability to integrate new bodies.

Lever no. 6: Opening up to the start-up ecosystem

As the Director of Innovation at Procter & Gamble said, *“All the experts in a field don’t necessarily work in your company. You have 500 with you, but there may be 50,000 in the world. Why are you denying yourself access to the other 49,500?”*⁽³⁾ This judicious remark covers two ideas: firstly, working in an open innovation mode with laboratories, universities, and also suppliers, customers or competitors; secondly, taking options on emerging technologies, by investing in promising start-ups, by accommodating them

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Lever no. 8: Putting in place a proactive, united collective, moving from social to “#social”

InVivo’s digital transformation rests on the commitment its men and women. On a daily basis, they contribute to the development of our group and participate in the development of agricultural co-operation and the influence of French agriculture in the world.

As compelling as the challenges are, our priority is to take care of all our employees. We are particularly careful that everyone should find their own place on the transformation journey. The quality of our management is crucial in this support. We strive to support our managers in their actions, using the proximity and responsiveness that the digital world offers us. We are creating a quality environment that promotes closeness of teams through connectivity and supports their success.

It is by stating the business development and the recognition of the contribution of each employee that we are introducing the “#social”, a sign of our collective intelligence in the service of sustainable growth.

Our first social network, it is first and foremost one made by our employees, our shareholders and our partners. It is they who are committed to promoting the co-operative values and spirit, as well as the integration of social and environmental responsibility at every link in the chain.

agTECH

InVivo Agriculture,
the fields of the future

foodTECH

InVivo Retail, proximity
in the customer experience

invivo TECH 2020

Our sectors are moving into the future

feedTECH

Neovia, innovation, connectivity
and nutritional performance

wineTECH

InVivo Wine, targeting the Millennials

InVivo Agriculture, the fields of the future

3 QUESTIONS FOR



**LAURENT
MARTEL**
Director of
InVivo Agriculture

WHAT IS YOUR VISION OF THE DIGITAL REVOLUTION?

Just like many sectors, agriculture is going through a real revolution. Perhaps it is equivalent to the revolution in agricultural machinery. The possibilities offered by new technology are so vast that they force us to rethink our business model and our management methods. But always with the same goal: to help our co-operatives and their members to produce more and better, so that the French agricultural industry is fully integrated on the world stage. A farmer no longer just sows, tends and harvests. They must now be an entrepreneur, manager, technician, economist and agronomist. It is an enormous challenge.

WHAT IS THE NATURE OF THESE INNOVATIONS?

I would name four principles:

- First of all, everything that is connected with **precision agriculture**. This is the alliance between the knowledge of the soil (the field) with agronomic precision measurements, and a set of digital devices (remote sensing, drones, embedded or buried sensors, decision support tools) which allow for an increase in agricultural yields through water inflows and targeted, adapted inputs, and, above all, which are limited to the natural needs and the optimal expression of the plant's potential. This may eventually help reduce the need for irrigation, limit the requirement for pesticides or fertilizer to the correct dose, and thus reduce costs and the environmental impact for farmers.

- Secondly, **the automated management of the business.**

This concept refers to the exchange of data between the internet and things and equipment. In this way, the farmers can connect their tractors, combine harvesters, seeders and sprayers to the internet. Such networking allows them to store, control and centralise the functions, settings and data produced by all of its machinery.

- Thirdly, **on-line services for farmers.**

Here we find all the platforms that could provide information or services to farmers: weather, changes in prices of agricultural raw materials, participatory financing, equipment rental, markets together with the catalogues of several distributors, aids for the completion of administrative tasks, etc.

- Finally, **agricultural big data.**

This is a regulatory and policy challenge. Who will hold the huge amounts of data collected and generated on soils, plants, animals, machinery and environmental conditions? Will it be accessible to everyone or will it be private? Controlled by farmers or collected by third parties? These are very sensitive issues, with an important issue of sovereignty.

The integration of these four fields of innovation leads to what is called the connected farm, that is to say a farm which links together and combines internal information (data from the field, animals and machines) and external (weather, stock prices) on every level, allowing the farmer to control the entire ecosystem from their computer.

HOW WILL THIS VISION BECOME REALITY WITHIN INVIVO AGRICULTURE?

- We were a step ahead of these issues in 2014, with the integration of Smag, French leader in technology applications for the agricultural world. Smag designs and publishes Agreo and Atland, agronomic data management software, available on the web and adapted to the regulatory and environmental issues of the plant, livestock, wine and agribusiness sectors. By taking the cloud route in agriculture very early on, Smag is actively involved in the emergence of the digital world in farms and in the future of the farming profession. It is now a key player in the construction of agricultural big data and is at the heart of our agro-digital offering.

- In precision farming, we have recently created the Be Api company with 15 co-operatives. This network will facilitate and accelerate the implementation of precision farming with the greatest number of farmers and make it the production method of the 21st century.

- In 2017, we will open an agro-digital studio in Montpellier. It will accompany innovative projects towards being put on the market both for the various activities and subsidiaries of InVivo Agriculture, but also, of course for the Union's co-operative members and other external customers and partners. It is a sort of digital component project incubator that will allow us to bring a diagnostic end to internal projects or those introduced by external start-ups.

- Once selected, these projects will be funded from our seed funds, InVivo Invest.

- Finally, the establishment of a network of 1000 digital farms involves reorientating the pilot farm network, mobilised through a governmental level plan, Ecophyto, towards the concept of "agrodigital farming". The large-scale

application of "smart agriculture" allows us to achieve environmental objectives, while serving as a demonstrator for a greater range of innovations.

InVivo Agriculture has created and structured a real agrodigital cluster to meet the needs of farmers, co-operatives and the food processing industry.

LE SMART AGRICULTEUR

80% of farmers are already connected daily to the web. They are keen on new technologies: tools to aid decision making, robotics, embedded sensors, "machine to machine" communication, on-line shopping, etc. In ten years, the majority of them will be equipped with connected web solutions and will use big data and connected objects to produce more and better.

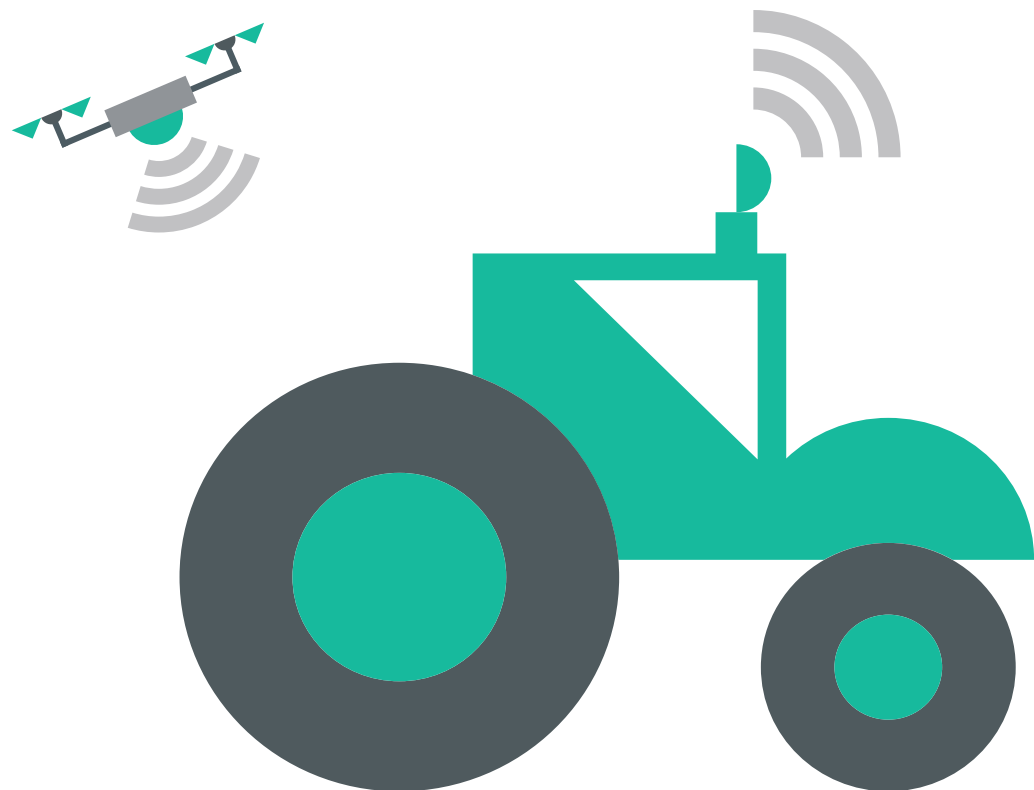
SMART

"Far from being outdated, the farmer claims the power of the digital world to serve his trade every day," says Stéphane Marcel, head of the agrodigital division, InVivo Agriculture. Farmers are also more and more focused on a global business view. They engage in new ways such as precision farming, and develop complementary activities such as direct marketing, eco-tourism or the production of bioenergy. A true entrepreneur and one-man band, the farmer must incorporate new regulatory, economic, financial and technological powers, to ensure his independence.

The co-operatives play an essential role in the integration of these new practices. In terms of creating value for farmers and French agriculture on the world stage, they are the key vehicle for dissemination and acceleration.

THE INVIVO AGRICULTURE AGRO-DIGITAL DIVISION

Smag is at the heart of the agrodigital offer from InVivo Agriculture. Acquired by InVivo in 2014, this start-up offers innovative applications



for agriculture and agribusiness, based on big data. The company has taken a step forward in these areas with expertise centred on the user, which favours very powerful, simple, user-friendly, interoperable web interfaces, regardless of the machinery used by the farmer.

In addition to its flagship software (Agreo and Atland), still evolving and already well established among farmers, Smag is characterised by continuous innovation processes at the right time. So, predictive algorithms are in preparation, which will have an effect on yields, crop quality and irrigation management; as well as a predictive weather service on field size scale and an application in the insurance domain.

Central to all these offers is an intangible engine: data. "The collection and control of data has to be a collective project," says Stéphane Marcel. "It involves the players, the land and policies." Given their leadership in cloud technology and their understanding of the agricultural sector, Smag is already preparing facilitator tools, such as a data lake for agriculture (see box).

The Agro-digital studio is one of the completely new initiatives of the division. Inaugurated in Montpellier in early 2017, it will identify, incubate and accelerate internal projects in the InVivo Agriculture divisions, as well as those from co-operatives in the Union and a few start-ups. It will provide project leaders with a place of fertilisation with data scientists, designers and heads of the Innovation project, in order to support each project at the different stages of maturation, from conception to proof of concept.

WHAT IS A DATA LAKE?

A data lake is a relatively new concept connected to big data. The general idea is to provide comprehensive information storage but with a new level of flexibility to interact with the data, whether raw or refined. Unlike a "data warehouse" that involves structured data, a key to this flexibility is the absence of a strict regimen imposed on the incoming data stream. This allows for the entry of all data, regardless of their nature and origin. The data lake aims to absorb the flow of raw data, which all sorts of transformation and processing applications can connect to based on analysed needs. This system is particularly useful in the storage of large volumes of data with variable structures, especially when it is not known in advance how they will be used and analysed.

Neovia, formerly InVivo NSA, specialist in animal nutrition and health, is present in 28 countries, with 72 production sites and 7,700 employees. Its business model is grounded on a well-balanced multi-business, multi-species and multi-region approach.

Neovia: innovation, connectivity and nutritional performance

3 QUESTIONS FOR



HUBERT DE ROQUEFEUIL
President of Neovia
and Deputy CEO
of InVivo

WHAT IS YOUR VISION OF THE DIGITAL REVOLUTION?

I think of digital as a new language adapted to our time and complexity, which encourages innovation and acceleration in all our procedures. It could be compared to business English. In a globalised, network-based world, digital technology allows quick and easy connections with communities of knowledge and people. This relationship is based on the use of a common set of existing tools and is a gateway to a concept that could be called “uniformity”. That is to say, the ability of people worldwide to rely on a knowledge base of common, formalised tools, facilitating exchange, sharing and decision making. For example, you employ a pet food product manager in Indonesia. The following day, thanks to digital technology, he is connected with all his contacts and can access

a shared knowledge base which allows him to do his work and to join a community straight away. Digitalisation is therefore a factor in integration and performance for multicultural communities spread across the world. These benefits are critical to Neovia, which is present in 28 countries and achieves 85% of its turnover internationally.

HOW DO YOU TRANSLATE THIS VISION IN YOUR COMPANY?

Digitalisation plays a role of integration, acceleration and dissemination of practices and knowledge. It allows us to promote the three following dimensions:

- **Agility:** a growing global company needs to maintain a start-up spirit. Digital and new technologies facilitate the aggregation of companies that make up or join our business

Resilience

and allow them to function within a network like a manoeuvrable fleet rather than rigid, monolithic ocean liner. This flexible and open business method also allows for the development of intrapreneurs and for the rapid promotion of innovative ideas.

Agility

• **Sharing:** sharing is the key to entry and success in today's world, on two levels. Internally, it provides synergies, challenge and effectiveness as a solution in a complex world that is built by many rather than one. Externally, it is at the heart of innovation and our commitment to

Sharing

building strategic partnerships to increase our ability to innovate and be part of a shared value of logic in which we give and we receive.

- **Resilience:** digitalisation and its “test and learn” logic means that you can adapt your economic model to market events and quickly suggest new solutions and services at a limited investment level and on a global scale.

HOW ARE YOU CURRENTLY MAKING THIS VISION A REALITY?

- **A new name, Neovia:** this new name embodies our commitment to our profession in a different

way, uniting teams around a common project and designing a “new pathway” together. The pathway of innovation, connectivity, precision. In other words, the pathway of the future in animal nutrition and health.

- **A global innovation centre, We'nov,** inaugurated on 8th July 2016. With 16 nationalities, the centre promotes collaboration and new ways of working (design thinking, digital), accelerating the integration of new technologies into our solutions and it plays a pivotal role in our global network of internal innovation (experimental farms, analysis laboratories...). It is also intended to facilitate open innovation (welcoming start-ups, development projects with our network of universities, competitiveness centres, our big clients...) within a resolutely innovative environment directed towards sustainable growth.
- **Neovia Venture,** our seed funds with a value of 5 million euros, dedicated to the development of innovative start-ups or the acquisition of technology tied to animal health and nutrition. It has already made its first investment, in 2016.

- **The farm of the future,** a project that will revolutionise our approach to breeding and advise our clients about a massive use of new technologies, digitalisation and big data. This multiconnected farm will work closely with our global innovation centre, and will envisage “the farm of tomorrow”. A farm where the sensible use of data (animals, buildings, atmosphere, environment...) will optimise nutritional efficiency and animal health.
- **The creation of a digital manager role** for the integration and performance of all our subsidiaries.
- **The setting of “digital” goals,** which are ambitious and measurable, for the 14 members of the Neovia Executive Committee.

RAS

Digital transformation is a strategic priority for Neovia, placed at the top of the agenda and directly supported by the Executive Committee.

A TOOL FOR ACCELERATION AND INNOVATION IN MARKETING

Digitalisation is an essential component of Neovia's strategy of differentiation through innovation. This strategy, embodied in the global innovation centre, We'nov, which was inaugurated on the 8th July 2016, is about adapting the company's range of products and services to new market needs and anticipating tomorrow's solutions, building on the massive use of new technologies, digitalisation, and a multiplication in the number of strategic partnerships or acquisitions. The global innovation centre, We'nov, revolutionary in its design, open plan and strongly connected, supports this new approach to innovation, which comes from development in usage, design thinking, and offers user friendly solutions, benefiting from the latest technological advances. With its multidisciplinary team (standby market, marketing, business development, R&D, formulation, innovation management, Design Lab, software developers, digital) and its global network of partners, Neovia has the ability to make innovation lead performance.

5 KEY FIELDS IN INNOVATION WITH A STRONG TECHNOLOGICAL AND DIGITAL CONTENT

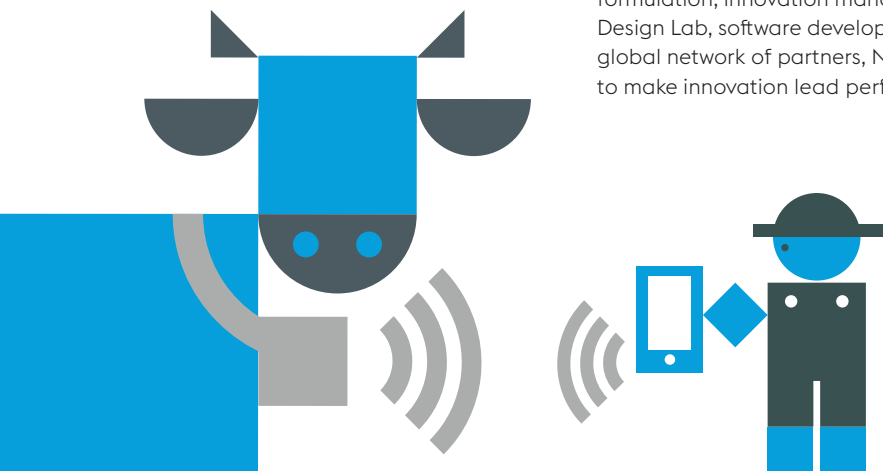
1. **Smart farming:** connected objects, applications and data platforms.
2. **Intensive aquaculture:** precision nutrition, genetics, farm management.
3. **Resources optimisation:** new proteins, new formulation concepts.
4. **Interactive petline:** connected objects and data platforms for pets.
5. **Functional ingredients:** active solutions regarding animal physiology.

Neovia Venture, the start-up seed fund, with 5 million euros to invest, will primarily select from these five areas of innovation which, although not exclusively digital, will integrate a strong ICT dimension. As an example, the first start-up acquired with the fund is a specialist in connected objects for horses: Equisense.

A BUSINESS TRANSFORMATION TOOL, A PERFORMANCE DRIVER

For Matthieu Leroy, adviser to the Neovia CEO and director of transformation and organisation, the company's digital transformation strategy has four objectives:

- **Master the digital fundamentals:** all the teams must understand or master the digital fundamentals in order to integrate them into their practices.
- **Make digitalisation a tool of excellence in operations:** the use of digital tools allows for development in operating procedures, more efficient monitoring and analysis (videoconferences, online shared spaces, data platform, etc.) at the same support level as the industrial and commercial support functions.
- **Strengthening company visibility and appeal:** digital tools (internet, social networks, apps) make up a visibility and appeal lever, replicable at a global level, but they require little in terms of talent and partners.
- **Developing the business and maximising the commercial performance:** integrate the contributions of digitalisation in innovative thinking and in business solutions (web marketing, decision making tools, etc.) and maximise the on-line performance (visibility and leads) of all our channels (websites, apps, social networking, web marketing).



DIGITAL MANAGER, A CROSS-FUNCTIONAL ROLE OF PLANNED OBSOLESCENCE

In 2016, Neovia created the role of digital manager, a cross-functional operational support service and a strategic advice point in digital matters within the company at a global level. *“My role is to drive, to make available, to accelerate and to advise teams clearly, in building their digital strategy and the implementation of their initiatives”,* explains Chloé Blanc, recruited to this post.

A COMPLEX STATE OF PLAY: DISCOURSE ON METHOD!

The digital service began by carrying out an inventory of the existing situation in our 28 countries with the other corporate functions and divisions/countries: websites, “market places”, apps, decision making tools. Firstly, it diagnosed the performance of the tools and the web marketing campaigns already in place, to make concrete and easy to implement recommendations: is traffic being measured with

good tracking methods? What is the audience’s level of qualification and knowledge? What is the performance of each web marketing lever, such as SEO? What is the rate of leads or conversions from audience to customer? *“We support the design and deployment of existing systems by directly assisting teams to ensure a rise in skills and in rapid performances.”* This “quick wins” approach should always be combined with a long term view, regarding the ambitions and challenges of each role, sector or country in digital matters.

KEEP IT SIMPLE!

Simplicity is Neovia’s obsession! In effect, too often, colleagues still see digital technology as a subject that is difficult to understand. *“At our maturity level, it is not worth developing tools that are too complex or costly. The priority is to put user friendly platforms in place, supported by a clear organisation which is able to animate and analyse their performance.”* In this context, Neovia uses and relies on the existing reference tools on the web (GAFA). A well structured

Google Adwords campaign can effectively replace a traditional marketing campaign and meet its objectives (leads and traffic). Colleagues’ good usage of social networks, (LinkedIn, Twitter, Facebook) can also raise the impact of actions and the visibility of the company. Finally, a multimedia system approach for all content creation and the use of proxy techniques maximises the impact of the generation of content on a website or a mobile application, at minimum cost. Numerous free access tutorials exist for the training of teams in these new approaches. The digital department helps colleagues to identify them and provides them with an operational toolkit adapted to their issues. Each of them can then use the technological building blocks and tools that are available on the web and work in a global level network. By participating in the development of a common digital base, the digital

department is fulfilling its role as facilitator and promoter of simple and agile solutions, which can be duplicated and are the hallmark of any mobile application, MOOC or decision making tool.

SHARE, SHARE, SHARE!

“Neovia’s digital transformation is being done together and within our network at a global level. The systematic implementation of digital relays across our great countries or activities ensures efficient sharing of our best practices, the proliferation of joint projects and the pooling of our development costs (design platforms, digital campaigns),” says Chloé Blanc. At Neovia, best practices are developed at country or activity level and are regularly shared at seminars or events (annual conference for leaders and managers, innovation meetings or sharing sessions via video-conference). Brazil perfectly illustrates this network operation and the

principle of subsidiarity within the company. Specialist in social networking through its pet food brand, Total Alimentos, which has over 10 million monthly visitors to its Facebook business pages, the country is also at the forefront of mobile application development. Neovia is capitalising on this expertise, which has inspired it to strengthen both its presence on social networks and the effectiveness of its applications. When the digital culture has permeated through the entire company and each subsidiary or division has been able to grasp it, the digital manager role will evolve into new missions. *“Any role aiming to accelerate change is evolutionary by nature: the Digital DNA is all about agility and adaptability. Changing this role will be the proof that we have all succeeded together,”* concludes Chloé Blanc.

KEEP IT SIMPLE!

InVivo Retail, proximity in the customer experience

3 QUESTIONS FOR



**JEAN-PIERRE
DASSIEU**
Director of
InVivo Retail

WHAT IS YOUR VISION OF THE DIGITAL REVOLUTION?

In our distribution sectors, digitalisation is a tool of unparalleled power in terms of the sales approach and customer relationship management. It is simultaneously about selling and gaining customer loyalty. But always keep in mind that technology is aimed at providing an enriched customer experience that is emotional and human, not an end in itself. InVivo Retail's philosophy, is, and always will be, centred on the closeness to the customer.

WHAT IS GOING TO CHANGE IN THE WORLD OF DISTRIBUTION?

Today, **connected retail** offers numerous opportunities for innovation:

- **The cross-channel customer experience** – this is the foundation – that informs on the Internet, then buys in store, or vice versa, in a process of continuous fluidity and articulation.
- **The data for the shopper** maximises the buying journey, sends the right offers to the right person due to detailed knowledge of the customer.
- **The digitalisation of the sales point** itself, with terminals or information tablets, and next, virtual reality, or even in-store 3D printing.

THE DATA FOR THE SHOPPER

- **The connected seller is enriched**, which strengthens their ability to deliver relevant, tailored information to the customer, while being more efficient and less demanding on the point of sale logistics (inventory management and restocking).

These horizons, some of which are still only possibilities, are obviously very exciting. However, I want to point out, we should not lose sight of a return on investment in our projects. We are not following a speculative business model and we have no intention of permanently losing money, as promising as some routes may seem. Today, the bricks and mortar shop still accounts for the greatest part of our turnover and digitalisation is a lever in its development.

HOW WILL THIS VISION BECOME REALITY?

- **Regarding garden centres**, in 2012, we acquired the plantes-et-jardins.com site, a pure player and leader in terms of audience size for on-line garden centres. Currently, the site compliments its offer

with that of the Gamm vert franchises, and directs a large amount of traffic to the shops due to on-line purchase pick up, click and collect (see box p. 36). We will bring this site to the next level by making it possible for stores to sell their range on-line. The customer will then have the choice of buying the product at the on-line price or the store price, and the time for the goods to become available will be much shorter. We are also going to develop mobile apps and personalised advice for a successful garden.

- **With Néodis**, our marketing subsidiary, we are opening lines from distributors with totally innovative products, eg in the field of new urban and indoor agriculture (growing salads or micro-shoots at home) or aquaponics (growing plants linked to an aquarium).
- **For Frais d'Ici**, our distribution concept for fresh products, sourced locally (3 shops in 2016), in partnership with La Poste, we are going to test home delivery of fresh products. It is a booming trend (costs of quality at home) but the logistics cost

can be very high, if not prohibitive. If the test is conclusive, the delivery of fresh produce to homes from the fraisdici.fr site may be expanded in 2017 into the coverage area of our stores.

At InVivo Grand Public, digitalisation is following a steady growth path and with a constant eye on creating value and driving the outcome.



PLANTES-ET-JARDINS.COM, AN INTEGRATED WEB TO STORE MODEL

At the end of 2012, InVivo Retail acquired plantes-et-jardins.com, a pioneer in on-line garden centres since its creation in 1999 and number one in terms of visitors, particularly due to the unique quality of its content which makes gardening easy and affordable.

With 5,000 plants and 2,000 manufactured products, plantes-et-jardins.com works in such a way that it compliments the Gamm vert network of shops. The flagship products sold on the site are garden buildings and greenhouses, garden tractors, and large containers, heavy goods which are difficult to transport, and where buying on the internet is a real advantage. Traffic is directed to the stores thanks to click and collect, picking up on-line purchases in the shop.

In 2017, the site will take its next step with the addition of current shop stock and prices. From that point plantes-et-jardins.com will provide access to the products in stock in the network garden centres, giving the customer more choice and more convenience. The web to store model will, in this way, be completely integrated.

THE CLICK AND COLLECT MODEL

Click and collect describes a service which allows the consumer to order on-line and collect their goods in store. Once in the shop, the consumer may make further purchases.

Click and collect is one of the cross-channel marketing tools, more particularly web to store. It responds to new consumer behaviour, when they prepare their purchases on-line, and complete them either directly on-line or in the physical shop. This latest phenomenon is called ROPO (*research on-line, purchase off-line*). According to a recent study, 56% of people coming into a shop are better informed than the sales staff.

Click and collect makes a link between digital and physical. It measures the share of e-shoppers who then go into the shop.



TOMORROW, THERE WILL BE A COMPREHENSIVE COMMUNITY PLATFORM OF GARDEN PRODUCTS AND SERVICES

The vocation of Gamm vert (network of shops and plantes-et-jardins.com website) is to become the reference platform for gardening, by uniting the community of enthusiasts and those with a love of plants and gardens. *“At heart, all gardeners want a beautiful garden, a successful vegetable plot. They are eager for hints and tips, but they also like to share tricks, and compare them. There is a great human source just waiting to be tapped into,”* explains Jean-Pierre Dassieu. The ambition is to open spaces for exchange and connection between aficionados, where they can share materials or advice, find somebody to look after their garden or pets in the event of absence, find help with heavy work. Mobile apps with personalised advice will complete this offering.

THE CHALLENGE OF DELIVERING FRESH PRODUCE TO THE HOME

Home Delivery of fresh produce, ordered on the internet, would that be the new Eldorado of food distribution? There are many challenges to overcome: conservation, respect for the cold chain, control of logistics costs. InVivo is going to test this possibility in 2017. If the results are positive, Frais d’ici, the brand of local food distribution, by InVivo, and the agricultural co-operatives will be able to offer home delivery of fresh produce within the catchment area of each store.

NÉODIS: MARKETING THE PRODUCTS OF THE FUTURE FOR INVIVO RETAIL

For over 40 years, Néodis has been a proven specialist in marketing (marketing and communication) on green circuits (agricultural intermediates and speciality garden-pet stores) in three main areas: plant, animal and hygiene.

WHAT WILL BE THE PRODUCTS OF THE FUTURE?

To further boost distribution networks, Néodis has looked at how to identify innovative products of the future. The company established itself in breakthrough innovation mode, with a series of prospective seminars, then carried out trend studies to identify new customer needs. Two large tendencies attracted their attention:

- **the application of the internet of things** to pets and the automation of the home, therefore, the garden, to

overcome a lack of physical availability in our daily life and, sometimes, a lack of skills (“smart gardening”);

- **urban and indoor agriculture** that reflects the desire of consumers to have access to fresh, tasty food, combined with the pleasure of home-made or “do-it-yourself”.

WHERE CAN YOU FIND THE PRODUCTS OF THE FUTURE?

But, where can you find these innovations which consumers will enjoy and which they will search for in the garden centre aisles? In the start-up, of course! In addition to internet monitoring (crowdfunding sites, Twitter, etc.) and direct approaches, Néodis has developed an original approach to attract start-ups and make themselves known among them: the “Nurture the future” programme. Start-ups

from around the world were invited to pitch their project to the InVivo Retail Executive Committee and other partners, specialists in supporting innovation. For the most promising, Néodis will put at their disposal distribution channels and their marketing strength; a unique opportunity for the “start-up” that often lack access to market and the knowledge to attack it. However, certain projects still need time to mature; Néodis guides them and accompanies them until the POC (*proof of concept*). Some of these projects may, in addition, benefit from funding from InVivo Invest, the seed fund of InVivo.

KITCHEN GARDENING: GROWING FLAVOUR IN THE KITCHEN

First product line from this process: Kitchen Gardening. Under this new brand, there is

equipment with an elegant and sleek design, intended for growing herbs, micro-shoots or old varieties of vegetables at home. From 2017, the range will be tested in some 100 shops and in e-commerce on plantes-et-jardins.com. A small vegetable garden in the consumer’s kitchen, and dozens of start-ups in the “green nursery” of Néodis: “*It really is win-win situation*,” declares Nicolas Ferras, new business activities director at Néodis.

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Proof

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of

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concept

InVivo Wine, targeting the Millennials

3 QUESTIONS FOR



**BERTRAND
GIRARD**
Director of
InVivo Wine

WHAT IS YOUR VISION OF THE DIGITAL REVOLUTION?

Within the wine sector, digitalisation is a factor in progress and acceleration through the whole value chain; from vine to glass. For grape growing and wine ageing, it is about using advanced precision farming in the vineyards and in the cellars (e.g: drones, sensors), as well as software management on farms. Belonging to a group like InVivo offers the advantage of being able to capitalise on the research and applications that have been developed by InVivo Agriculture, in order to adapt them and extend them to the wine co-operatives. And when it comes to selling wine, digital technology is clearly an important driver in product recognition and a tool with which communities of aficionados can be built around a brand or group of brands.

HOW WILL THIS VISION BECOME REALITY WITHIN INVIVO WINE?

We are only just at the start. The acquisition of Cordier Mestrezat Grands Crus and the InVivo stake in Vinadeis only happened in the summer of 2015. Our goal is to accelerate the emergence of a French international player in the wine industry to meet the offensive of the New World and regain a market share. For this, we want to develop the Cordier brand in the premium segment (€8 to €10 in supermarkets in France or \$17-\$18 US) towards markets that consume the most and in emerging countries where wine is a basic trend. To achieve this, we already benefit from the expertise of InVivo export, and Vinadeis, a minority shareholder of Cordier and leading French wine cooperative group, already generating 100 million euros in sales internationally through 20 offices and subsidiaries,

from Washington to Beijing via St. Petersburg. Our initial penetration programme targets a dozen priority countries where Vinadeis has a physical presence. We have just revamped the Cordier brand, creating a new visual identity and a new signature, “*Enjoy la vie*”, which capitalises on the rules of French branding (French *savoir-faire* and good living) with an international slant inspired by luxury brands, but without being either distant or arrogant. A brand site and an e-commerce site will follow in the coming months.

**YOUR COMMUNICATION
CAMPAIGN TARGETING
MILLENNIALS, HOW DO
YOU DEFINE IT?**

It is about the generation born between the mid 1980s and the start of the new millennium. We selected three of their main characteristics: it is a generation that has had more access to education than any other.

The Millennials were born and have grown up with digital technologies they live as “commodities”, which is why they are also called “digital natives”. They are very open to the world’s diversity, and are loyal to selected communities, while suspicious of institutions. Nowadays, you find these characteristics in large areas of the world, including the middle classes of emerging countries. These three characteristics seem very interesting for an emotional product like wine. Wine is an epicurean product, that is to say, something consumed for pleasure, meeting the needs of recognition and self-esteem, but also conviviality and sharing. That means, we don’t sell wine just like any product. Cordier has become the flagship of a group of thousands of passionate winemakers from all the regions that are the pride of the French wine industry. The wine co-operative world

connects perfectly with the collaborative spirit that runs through the generation of Millennials. We build our brand equity around a sense of community, using digitalisation as a tool for dissemination and acceleration.



The most recently created of the InVivo core divisions, InVivo Wine aims to unite the French wine co-operative industry, creating brands with an international dimension. Digitalisation serves this growth strategy which started, notably with the repositioning and redeployment of the Cordier brand.

CORDIER, ENJOY LA VIE

Since 1886, Cordier has branded high quality Bordeaux wines, which you can enjoy without being a connoisseur, and which have allowed for rapid progress in the knowledge of the wine and the richness of the French wine regions. To make Cordier a flagship brand of the French wine industry and to make it loved from San Francisco to Shanghai, without forgetting Paris, you have to make the consumer feel that it contains what is at the heart of French culture: the art of good living. This is Cordier's promise with its new brand signature, "*Enjoy la vie*", premium quality without being elite, reassuring but not formal, contemporary and French.

A short film and posters embody the signature with taglines like: "The French don't have a word for junk food, they only have *cuisine*," or even "French don't date, they have *rendez-vous*."

The new brand was presented to Vinexpo in Hong Kong in 2016. It will continue to focus on strategic international markets through a sensory experience, designed by Vinadeis, le "Fashion & Wine Tour", to make the group and its new brand shine on the international stage, with references to "haute couture." The aim of this approach is to inspire a dream to make a difference and create a preference.

MILLENIALS AND WINE

They make up a group of 16 million in France and will represent half the active population by 2020. The USA has 80 million, and China, 364 million: they are the Millennials, a generation born between the mid 1980s and the start of the 2000s. They are hyper connected, enjoying collaborative software networks and travel methods. Open to diverse cultures, they have adopted a "glocal" (global and local) outlook. Followers of "more with less" and simplicity, they promote a form of hedonism where the quest for self-fulfilment goes hand in hand with sharing and community. In terms of wine, they have a thirst

for new experiences and are not scared to say that they have a lot to learn on the subject. Internationally, their consumption patterns are based on the grape variety and pricing which forms their attachment to brands. To meet these expectations, the offer needs to be legible and clear, with an affordable price mix. This is why Cordier has reorganised its offer into "collections" (French vineyards and grapes).

THE DIGITAL AGE IS TRANSFORMING AGRICULTURE



BY JOËL DE ROSNAY

Doctor of Science, writer, futurist. Advisor to the President of Universcience and President of Biotics International.

Joël de Rosnay has just published *Les Codes cachés de la nature* with Les Liens qui libèrent publishing.

The digital age is transforming agriculture as well as other sectors, but with an additional dimension: agriculture is at the crossroads of man, nature, and science. Agriculture is nature transformed via the work and knowledge of men, which now also has a particular responsibility: feeding 9 billion people by 2050, whilst still succeeding in respecting our fragile planet. Any agriculture-related transformation affects us directly. Perhaps we French are even more susceptible; the heirs of agricultural people with such deep roots.

I have often said, the business of the future – of which the farming operations are of course part – will be resolutely digital and human. In the fluid businesses built by digital technology, the predominant values will be: sharing and

training, solidarity and generosity, empathy and altruism, ethics and entrepreneurship, and a respect for diversity. There is major correlation between these values and those of agricultural cooperatives and their members, the first of all especially: InVivo. It is therefore a universe that is automatically well suited to the current world. It is also undoubtedly one of the reasons that farmers are enthusiastically seizing new technologies, farmers who within industrial society had suffered from an erroneously out-dated image. Two words characterise the digital age, and those two words will be especially meaningful to farmers, the discerning connoisseurs of natural laws: ecosystem and symbiosis.

We now exist in a digital ecosystem where everything is connected. Digital technology merges with energy, production, health... *Symbiosis* is our means of interacting with this ecosystem. In symbiosis, the relationship can be mutually beneficial, meaning both organisms profit, or abusive, when one organism obtains an advantage and the other suffers. My profound belief is that this symbiosis is mutually beneficial. I believe in augmented collective intelligence, which by interconnection and sharing, allows us to become more than ourselves, *more* human, not *more* than human, as the transhumanist ideology suggests. In agriculture, I have observed that digital technologies act as a real communication lever between farmers, an accelerator of social ties between them, but also with consumers.

Digital technology provides an opportunity for further product price and traceability transparency. It promotes local distribution networks and a fairer sharing of value between farmers, retailers and consumers. Ultimately, it will help produce more and better, by making the connection with our environmental concerns. Beyond intensive agriculture, there is another intense action calling upon us today: that of shared knowledge, which will be the determining factor of agricultural progress in the coming years.

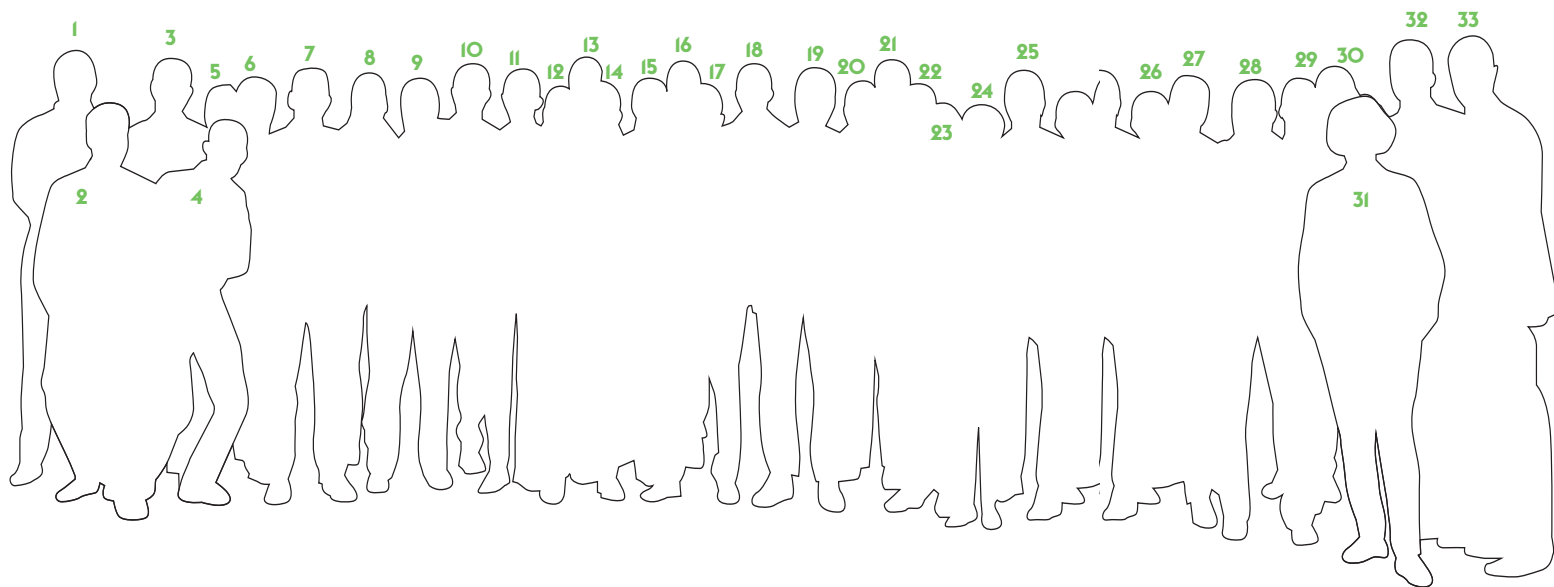
The Board of Directors meeting, held last June in Palo Alto (California) at the prestigious University of Stanford, set the foundations of the digital transformation project “InVivo Tech 2020”.



THE BOARD AND THE EXECUTIVE COMMITTEE MEMBERS ON THE PHOTO:

- 1. Laurent MARTEL* – InVivo
- 2. Bruno KESSLER*** – Consultant
- 3. Dominique FARAIL – EVOC (11)
- 4. Sébastien GRAFF* – InVivo
- 5. Hubert GARAUD – Terrena (44)
- 6. Bernard FRANCOIS** – Ocealia (86)
- 7. Jérôme CALLEAU** – Cavac (85)
- 8. Thomas THUET – CAC (68)
- 9. Michel PRUGUE** – Maisadour (40)
- 10. Michel FOSSEPREZ – InVivo
- 11. Bertrand RELAVE – Euréa (42)
- 12. Cédric CARPENE – Val de Gascogne (32)
- 13. Stéphane MARCEL*** – InVivo
- 14. Arnaud DEGOULET – Agrial (14)
- 15. Jacques HILAIRE – CAPL (84)
- 16. Gérard DELAGNEAU – IIO Bourgogne (89)
- 17. Philippe MANGIN** – EMC2 (55)
- 18. Franck CLAVIER – Vivadour (32)
- 19. Thierry BLANDINIÈRES* – InVivo
- 20. Antoine HACARD – Acolyance (51)
- 21. Thierry DUPONT – Agora (60)
- 22. Christian SONDAG – Lorca (57)
- 23. Catherine JOSEPH*** – InVivo
- 24. Carole SORREAU*** – InVivo
- 25. Régis SERRES** – Arterris (11)
- 26. Serge LE BARTZ – Cecab (56)
- 27. Alex BERTRAND – Axéral (45)
- 28. Jérôme DUCHALAIS* – InVivo
- 29. Cédric BURG – Scael (28)
- 30. Michel DUVERNOIS – Bourgogne du Sud (71)
- 31. Maha FOURNIER* – InVivo
- 32. Bertrand GIRARD*** – InVivo
- 33. Gauthier VASSEUR*** – Professeur Université de Stanford

* Executive Committee member.
 ** Board member.
 *** Other participant.



THE BOARD AND THE EXECUTIVE COMMITTEE MEMBERS ABSENT FROM THE PHOTO:

- Patrick APS** – Cap Seine (76)
- Jean-Yves Colomb – La Dauphinoise (38)
- Jean-François Gaffet – Noriap (80)
- Patrick Grizou – Terres du Sud (47)
- Bertrand Henu – Unéal (62)
- Marc Patriat** – Dijon Céréales (21)
- Pascal Prot** – Vivescia (51)
- Christian Veyrier – Drômoise de Céréales (26)
- Denis Fend – Comptoir Achat & Vente Hochfelden (67)
- Hubert de Roquefeuil* – InVivo
- Jean-Pierre Dassieu* – InVivo

* Executive Committee member.
 ** Board member.

invivo^oTECH 2020

"InVivo Tech 2020" is neither a programme nor an action plan; it's a goal to achieve.

It is a journey on the pathway towards the digital transformation of our group.

A pathway that we build every day, together, with the new talents that we bring together, and which builds on our values and cooperative spirit.

As a value-creation accelerator, "InVivo Tech 2020" supports the development of our businesses in our four areas of activity: InVivo Agriculture, Neovia (animal nutrition and health), InVivo Retail and InVivo Wine.

We believe in a heightened collective intelligence, which, through connection and sharing, will be a deciding factor in agricultural progress in the coming years.

So, with "InVivo Tech 2020", let's head for digital transformation!



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