

# CATALYZING COLLABORATION FOR THE FUTURE OF FOOD

A service proposition to accelerate sustainable innovation in the food value chain

## PROJECT ASSIGNMENT

This project is conducted in collaboration with Accenture, which wants to position itself in the agri-food industry as a stronger partner, accelerator, and orchestrator for sustainable transitions and innovation ecosystems. Therefore, the overall research question is: **How can Accenture accelerate sustainable innovation through stakeholder collaboration in the food value chain?**

## FINDING THE RIGHT PROBLEM TO SOLVE

As the world's population is constantly growing, there is increased pressure on agricultural food value chains to deliver sustainable food production, distribution, and consumption, forcing core stakeholders in the food value chain (FVC) to change to meet those needs. One of the most significant barriers for change is a lack of collaboration. Therefore the thesis first researches the drivers, barriers, and roles of stakeholders in the FVC collaborating for sustainable transformation to find the right problem to solve. The barriers lack of trust, leadership and a conservative mindset are the most significant findings.

## SOLVING THE PROBLEM RIGHT

The challenge lies in the explore phase, where core stakeholders find it difficult to anticipate their role, incentive, and vision before collaborating with others. Hence, the final deliverable is a service proposition for Accenture that helps the company to get insights into the core stakeholders values and needs to guide them towards a future-oriented mindset.

## OUTCOME

A service is proposed that consists of several elements and is based on the existing participatory backcasting framework. First, a blueprint presents three phases: **explore, envision, and engage**, focusing on the interplay between Accenture and the targeted stakeholder. A redesigned toolkit guides the consultants in creating new content and future scenarios that catalyses the thought process of the FVC stakeholder by exposing the possibilities and dead ends of sustainable innovation on the supported platform. The core stakeholder gets the chance to react, whereas Accenture uses that data to create engagement and traction for a potential innovation ecosystem.

Combining all elements creates a unique proposition for Accenture to catalyse existing and potential FVC clients in the agri-food industry to accelerate sustainable innovation.

Ynhi Nguyen  
Catalyzing collaboration for the future of food  
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Strategic Product Design

**Committee**  
Chair | Dr. Ir. Mooij, S.C.  
Mentor | B.G.H. Bluemink  
Company mentor | Ir. Janssen, J.J.  
Company  
Accenture, The Netherlands

## Podcast: Personalised healthy nutrition

28.02.2022 — 30 minutes

Almost everywhere in the Western world, the number of "diseases of affluence" is increasing. To serve the health and resilience of individuals as well as society as a whole, we must, over the coming years, focus primarily on prevention. A healthier diet is a big step in the right direction. Personalised nutrition can play an important role in this.



A healthy dietary advice that is fully adapted according to age, sex, weight, allergies, (potential) diseases and lifestyle. Aided by technological innovation: fit bracelets that monitor, for example, heart rate, calorie intake and cholesterol, apps to put together a healthy meal with the right nutritional values and scanners that help you choose products with the right ingredients in the supermarket. Personalised food is the future, but this is only the beginning of this development.

"Healthier diets are essential, both for ourselves and from a social point of view," Eric Schaeffer comments. He is a managing director at Scharpa Techninvest. "If we do nothing, the ageing of the population will lead to a sharp increase over the coming years in chronic conditions such as diabetes, causing a huge rise in healthcare costs. Last year, in the Netherlands, these already amounted to one hundred billion euros annually. Only two percent of that is spent on prevention. We will need to focus much more on that." A challenge not only the Netherlands, but also the rest of the Western world faces.

## What do you think?

Who will notice the impact the most?

Producers	Processors	Suppliers	Distributors / retail	Consumers

How will they notice the impact as?

Opportunity				Treat

When will we notice the impact?

Now	2025	2030	2040	2050

### The food value chain

The food value chain is a complex, long and often administrative value chain. Find out

**Processors and Suppliers in 2022**

Role	Goals	Challenges	Needs
The processors and suppliers have an important role in the food value chain. They have the connecting and driving role where they must ensure that the food value chain is sustainable. One of the biggest goals of this group is to promote this responsibility towards society and the rest of the food value chain. Processors and suppliers have to project themselves to the next changes, where even small things can have a big impact.	Compared to others, the processors and suppliers are having a very open attitude and mindset. One of the biggest goals of this group is to promote this responsibility towards society and the rest of the food value chain. Processors and suppliers have to project themselves to the next changes, where even small things can have a big impact.	Even though processors and suppliers have the connecting role, stakeholders assume that value and take care, making it difficult for the group to do their own. However, this is not beneficial for the relationship towards others, that is why they try to do it, difficult to anticipate their role and impact in sustainable innovation.	The processors and suppliers want to act as an innovator, helping farmers, producers and distributors to gain control, to do that, they need resources of all partners. Additionally, find an efficient way of bringing knowledge from the outside in, in an accessible manner.
Explore →	Explore →	Explore →	Explore →

## Prepare your food business for the future

### ENVISION THE FUTURE OF FOOD

Exchange perspectives on disruptive scenarios

## Future scenarios in the food value chain

Monthly future scenarios about our food system. Envision what the future will look like and embrace the ambiguity!

Themes Category Sector / Industry Type View all



### In 2030: Open source sustainability

ANNE February 28, 2022 4.3K reads 345

#### Imagine....

In 2030, a combination of **resource-efficient consumption and highly connected markets** enables a rise of greater transparency in business and in markets. Commodity markets have been stress-tested, and checks and balances installed, to reduce volatility and the risk of a crash. There is a proliferation of food sources, which reduces over-reliance on a few breadbaskets, improving the resilience of food systems. An increasingly **interconnected trade system** however, still leaves the world susceptible to the effects of extreme weather events and other economic and political shocks. A stronger global economy enables more consumers to purchase food priced at its "real" cost, as influenced by new business models and policies that support sustainable choices and healthy diets. There is a movement towards **personalised nutrition** and healthcare, and more people use mobile apps to drive their shopping and eating habits. There is improved trust, interdependency and trade among governments. Governments uphold commitments to climate change agreements, however, inevitable volatile weather events continue. A rural transformation attracts youth to data-driven agriculture, but older farmers struggle to keep pace.

#### Key choices that led us here:

- Technology innovators engaged with consumers and influenced acceptance.
- Producers used resources more efficiently.
- Social media and new education and marketing campaigns influenced consumer demand.
- Policy enabled food value chains to become more transparent.
- Governments embraced responsible trade and producers for responsible practices.
- Personalised nutrition is at its starting

#### The winners

This future has a relatively high proportion of winners. For **producers**, there is greater availability, affordability and adoption of technologies that increase productivity, decrease costs, expand access to key information and services. For **companies**, although such scrutiny generated costs and difficult changes in the short term, many are benefiting from improved productivity and more reliable sourcing. Governments benefit from collaborative trade agreements and access to data that informs effective policy design.

#### The losers

Importantly, while this future may be bright for some, there are also stakeholders that are relative losers. For instance, some **farmers** may be shut out of the new, more connected economy, without viable alternative livelihoods. The surge in open-source information creates a disincentive for long-term research and development (R&D) among some companies; this is