

An Organization Study on Cargill

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Submitted by

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Under Guidance of

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CERTIFICATE BY THE INSTITUTION

DECLARATION

I, **NIKILA N 1CR19MBA55** hereby declare that the organization study report of **Cargill** prepared by me under the guidance of **Prof. Manjunatha. S** faculty of M.B.A Department of CMR Institute of Technology, Bengaluru. I also declare that this report is prepared in partial fulfillment of the university Regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belagavi. I have undergone an organization study for a period of four weeks. I further declare that this report is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any other University /Institution.

Place: Bangalore

Date: 20 Sept 2020

Signature of the Student

Name: NIKILA N

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Name: NIKILA N

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CHAPTER 1:

INDUSTRY PROFILE

GLOBAL PERSPECTIVE:

> INTRODUCTION

Agriculture, known also as husbandry or farming, is the science of cultivating plants, animals, and other life forms for food, fibre and fuel. The agricultural industry, which includes enterprises engaged in growing crops, raising fish and animals, and logging wood, encompasses farms, dairies, hatcheries, and ranches. It is a major industry in the United States.

The development of agriculture spans thousands of years and has been affected by human cultures, climate variations, and evolving technologies. Despite the industry's evolution over the centuries, all types of farming still rely on methods to maintain environments conducive for raising domestic species. In terms of plants, the land must be sustained with a type of irrigation system; for raising livestock, rangeland must be cultivated to support animal life. Nowadays farm yields have greatly increased due to improvements in breeding, chemicals, and technology. Yet some of these measures can cause damage to the environment and pose health risks to humans.

A modern innovation in the agriculture industry is the Green Revolution, which began in the second half of the 20th century. This development is cited for saving people around the world from starvation through initiatives involving irrigation systems, production of high-yielding crops, and better management strategies.

Today farming professionals face the daunting challenge of keeping current with increasingly rapid changes in equipment technology and agricultural research. For instance, biotechnology is being applied to industrial livestock operations to provide healthier animals and improve breed development, resulting in more meat, eggs, and dairy products to meet consumer demands.

Responsible for putting healthy food on consumers' tables, the agriculture industry is regulated by strict policies. Farmers must be up to date on all legislation affecting their product and their laborers. For instance, the 2012 Agriculture Reform, Food and Jobs Act provided the most significant reforms in farming policy in years. It stopped

direct subsidy payments, added new dairy and livestock programs, and strengthened crop insurance.

A farmer may work a single tract of land in addition to renting out a number of separate tracts. The farmer may be the sole operator of the establishment or work within a partnership or corporation. The agriculture industry employs a wide-range of workers including farm laborers, veterinarians, scientists, salespeople, and soil managers.

Despite all the advances made in the agriculture field, it still remains a hazardous industry. Fatalities and injuries due to machine operation as well as diseases and birth defects spawned by exposure to pesticides and fertilizers are among the work-related dangers faced by agricultural workers.

A hard-hitting recession and severe droughts have plagued the agriculture industry over the past decade. While employment in some sectors of this industry is expected to rise, other areas are forecasted to decline. For instance, opportunities are promising for scientists and research and development technicians but disappointing for farmers, ranchers, and laborers.

Farms have increased considerably in size since the end of World War II, while the number of farms in the United States has declined. This is partly because technology has allowed for the operation of a much larger farm than it did during the time of horse-drawn equipment and partly because of the growth of large-scale farms run by corporations. It has become increasingly difficult for new farmers to invest in the industry. The rising cost of equipment and labour and the dropping prices of commodities make it very difficult for even established farmers to maintain their land and crops. As a result, many small farm communities are evaporating. More people are migrating to urban and suburban areas, resulting in the closings of schools, hospitals, and other community institutions. For years, farmers have relied on other forms of income, such as off-farm business revenue and salaries from off-farm jobs, for the bulk of their living expenses. Some surveys show that 90 percent of farm household income is from off-farm sources.

➤ **SIZE OF THE INDUSTRY**

Riding on the ICT revolution in the farming sector, Global Agriculture IOT (Internet of Things) market size is projected to reach USD 48.7 billion by 2025, growing at a compound annual growth rate (CAGR) of 14.7 percent from 2018 to 2025.

➤ **MAJOR PLAYERS**

Key players in this market include:

*BASF SE (Germany)

*Bayer AG (Germany)

*Corteva, Inc. (US)

*Syngenta AG (Switzerland)

*FMC Corporation (US)

*UPL Ltd. (India)

➤ **POTENTIAL**

Food and agribusiness form a \$5 trillion global industry that is only getting bigger. If current trends continue, by 2050, caloric demand will increase by 70 percent, and crop demand for human consumption and animal feed will increase by at least 100 percent.

Agricultural development is one of the most powerful tools to end extreme poverty, boost shared prosperity and feed a projected 9.7 billion people by 2050. Growth in the agriculture sector is two or four times more effective in raising incomes among the poorest compared to other sectors. 2016 analyses found that 65% of poor working adults made a living through agriculture.

Sensing an opportunity, strategic and financial investors are racing to capture value from technological innovation and discontinuities in food and agriculture. Since 2004, global investments in the food-and-agribusiness sector have grown threefold, to more than \$100 billion in 2013, according to a McKinsey analysis. Food-and-agribusiness companies on average have demonstrated higher total returns to shareholders than many other sectors. But finding new investment opportunities is not easy and requires a detailed understanding of crops, geographies, and complex value chains that encompass seeds and other inputs, as well as production, processing, and retailing.

Much of the potential lies in geographies unfamiliar to some investors and is dependent not simply on crop yields but also on how different parts of the value chain perform.

➤ **TURNOVER**

Over one billion people worldwide work in agriculture generating \$2.4 trillion for the global economy. Plant science innovations are vital to keep crops healthy and maintain this thriving economy.

➤ **ECONOMIC OUTPUT**

Agriculture plays a crucial role in the economy of developing countries, and provides the main source of food, income and employment to their rural populations.

Agriculture is diverse and full of contradictions. The sector accounts for a comparatively small share of the global economy, but remains central to the lives of many people. In 2012, of the world's 7.1 billion people, an estimated 1.3 billion (19 percent) were directly engaged in farming, but agriculture (including the relatively small hunting/fishing and forestry sectors) represented just 2.8 percent of overall income (World Bank 2012). However, in today's middle- and low-income countries, where most of the world's farmers are to be found, agriculture accounts for a much greater share of national income and employment—for instance, in India, agriculture represents 18 percent of national income and 54 percent of employment.

➤ **OUTPUTS:**

- *Creation of employment for more than 1.3 billion through farming
- *Women empowerment (nearly 43% of labour force in developing countries)
- *Provides living for poor working adults
- *Helps in reaching the demand of food consumption
- *Hunger and poverty reduction

- *Sufficient usage of natural resources
- *Transformation opportunities for developing countries
- *Develops good relation among different countries
- *Investment opportunities
- *Helps increase GDP of underdeveloped countries

INDIAN PERSPECTIVE

➤ HISTORY

Indian agriculture has long, old and beyond memory history which begins the Indus valley civilization. One of the oldest waters regulating structure in the world is Grand Anicut dam on river Kaveri.

Indian agriculture began by 9000 BCE as a result of early cultivation of plants, and domestication of crops and animals. Settled life soon followed with implements and techniques being developed for agriculture. Double monsoons led to two harvests being reaped in one year. Indian products soon reached the world via existing trading networks and foreign crops were introduced to India. Plants and animals—considered essential to their survival by the Indians—came to be worshiped and venerated. The middle ages saw irrigation channels reach a new level of sophistication in India and Indian crops affecting the economies of other regions of the world under Islamic patronage. Land and water management systems were developed with an aim of providing uniform growth. Despite some stagnation during the later modern era the independent Republic of India was able to develop a comprehensive agricultural program.

➤ MARKET SIZE

During 2019-20* crop year, food grain production was estimated to reach a record 295.67 million tonnes (MT). In 2020-21, Government of India is targeting food grain production of 298 MT.

Production of horticulture crops in India was estimated at a record 320.48 million metric tonnes (MMT) in FY20 as per second advance estimates. India has the largest livestock population of around 535.78 million, which translates to around 31 per cent of the world population. Milk production in the country is expected to increase to 208 MT in FY21 from 198 MT in FY20, registering a growth of 10 per cent y-o-y.

Sugar production in India reached 26.46 MT between October 2019 and May 2020 sugar season according to Indian Sugar Mills Association (ISMA).

India is among the 15 leading exporters of agricultural products in the world.

Agricultural export from India reached US\$ 38.54 billion in FY19 and US\$ 28.93 billion in FY20 (till January 2020).

The organic food segment in India is expected to grow at a CAGR of 10 per cent during 2015-25 and is estimated to reach Rs 75,000 crore (US\$ 10.73 billion) by 2025 from Rs 2,700 crore (US\$ 386.32 million) in 2015.

➤ **POTENTIAL**

India is expected to achieve the ambitious goal of doubling farm income by 2022. The agriculture sector in India is expected to generate better momentum in the next few years due to increased investment in agricultural infrastructure such as irrigation facilities, warehousing and cold storage. Furthermore, the growing use of genetically modified crops will likely improve the yield for Indian farmers. India is expected to be self-sufficient in pulses in the coming few years due to concerted effort of scientists to get early maturing varieties of pulses and the increase in minimum support price.

Going forward, the adoption of food safety and quality assurance mechanisms such as Total Quality Management (TQM) including ISO 9000, ISO 22000, Hazard Analysis and Critical Control Points (HACCP), Good Manufacturing Practices (GMP) and Good Hygienic Practices (GHP) by the food processing industry will offer several

benefits. The agri-export from India is likely to reach the target of US\$ 60 billion by the year 2022.

➤ **MAJOR PLAYERS**

*Bombay Burmah Trading Corporation Ltd

*Kaveri Seed Company Ltd

*Goodricke Group Ltd

*Raghuvansh Agrofarms Ltd

*Dhunseri Tea & Industries Ltd

*Nath Bio-Genes (India) Ltd

*HPC Biosciences Ltd

*JK Agri Genetics Ltd

➤ **ECONOMIC OUTPUT**

Agriculture plays a vital role in the Indian economy. Over 70 per cent of the rural households depend on agriculture. Agriculture is an important sector of Indian economy as it contributes about 17% to the total GDP and provides employment to over 60% of the population. It is estimated that India's agriculture sector accounts only for around 14 percent of the country's economy but for 42 percent of total employment. As around 55 percent of India's arable land depends on precipitation, the amount of rainfall during the monsoon season is very important for economic activity.

1. Agricultural influence on national income:

The contribution of agriculture during the first two decades towards the gross domestic product ranged between 48 and 60%. In the year 2001-2002, this contribution declined to only about 26%.

2. Agriculture plays vital role in generating employment:

In India at least two-thirds of the working population earn their living through agricultural works. In India other sectors have failed generate much of employment opportunity the growing working populations.

3.Agriculture makes provision for food for the ever-increasing population:

Due to the excessive pressure of population labour surplus economies like India and rapid increase in the demand for food, food production increases at a fast rate. The existing levels of food consumption in these countries are very low and with a little increase in the capita income, the demand for food rise steeply (in other words it can be stated that the income elasticity of demand for food is very high in developing countries).

4.Contribution to capital formation:

There is general agreement on the necessity capital formation. Since agriculture happens be the largest industry in developing country like India, it can and must play an important role in pushing up the rate of capital formation. If it fails to do so, the whole process economic development will suffer a setback.

5.Supply of raw material to agro-based industries:

Agriculture supplies raw materials to various agro-based industries like sugar, jute, cotton textile and vanaspati industries. Food processing industries are similarly dependent on agriculture. Therefore, the development of these industries entirely is dependent on agriculture.

6.Market for industrial products:

Increase in rural purchasing power is very necessary for industrial development as two- thirds of Indian population live in villages. After green revolution the purchasing power of the large farmers increased due to their enhanced income and negligible tax burden.

7.Influence on internal and external trade and commerce:

Indian agriculture plays a vital role in internal and external trade of the country. Internal trade in food-grains and other agricultural products helps in the expansion of service sector.

8.Contribution in government budget:

Right from the First Five Year Plan agriculture is considered as the prime revenue collecting sector for the both central and state budgets. However, the governments earn huge revenue from agriculture and its allied activities like cattle rearing, animal

husbandry, poultry farming, fishing etc. Indian railway along with the state transport system also earn a handsome revenue as freight charges for agricultural products, both-semi finished and finished ones.

9. Need of labour force:

A large number of skilled and unskilled labourers are required for the construction works and in other fields. This labour is supplied by Indian agriculture.

10. Greater competitive advantages:

Indian agriculture has a cost advantage in several agricultural commodities in the export sector because of low labour costs and self- sufficiency in input supply.

➤ TURNOVER

Agriculture is the primary source of livelihood for about 58 per cent of India's population. Gross Value Added (GVA) by agriculture, forestry and fishing was estimated at Rs 19.48 lakh crore (US\$ 276.37 billion) in FY20.

The Indian food industry is poised for huge growth, increasing its contribution to world food trade every year due to its immense potential for value addition, particularly within the food processing industry. Indian food and grocery market is the world's sixth largest, with retail contributing 70 per cent of the sales. The Indian food processing industry accounts for 32 per cent of the country's total food market, one of the largest industries in India and is ranked fifth in terms of production, consumption, export and expected growth.

CHAPTER 2:

ORGANISATION PROFILE



150 years of helping the world thrive

Cargill, is an American privately held global food corporation based in Minnetonka and incorporated in Wilmington, Delaware. Founded in 1865, it is the largest privately held corporation in the United States in terms of revenue. If it were a public company, it would rank, as of 2015, number 15 on the Fortune 500, behind McKesson and ahead of Cargill. Cargill has frequently been the subject of criticism related to the environment, human rights, finance, and other ethical considerations. Some of Cargill's major businesses are trading, purchasing and distributing grain and other agricultural commodities, such as palm oil; trading in energy, steel and transport; the raising of livestock and production of feed; and producing food ingredients such as starch and glucose syrup, vegetables and oils for application in processed foods and industrial use. Cargill also has a large financial services arm, which manages financial risks in the commodity markets for the company. In 2003, it split off a portion of its financial operations into Black River Asset Management, a hedge fund with about \$10 billion of assets and liabilities. It owned two-thirds of the shares of The Mosaic Company (sold off in 2011), one of the world's leading producers and marketers of concentrated phosphate and potash crop nutrients. Cargill remains a family-owned business, as the descendants of the founder (from the Cargill and MacMillan families) own over 90% of it. Gregory R. succeeded former CEO Warren Staley in mid-2007, as Staley reached Cargill's mandatory retirement age of 65, and was CEO and chairman until 2013, when he in turn was succeeded by Dave MacLennan.

Cargill's basic beliefs are founded upon:

- Integrity – Our word is our bond.
- Excellence – Making Cargill the best at whatever it does.
- Growth – Creating opportunities for individuals and our businesses.

- Teamwork – Pooling individual knowledge and skills through effective communication to build shared success.
- Long-term view – Having the patience and foresight to build sustainable businesses for the long haul.
- Desire to compete – Seeking to win on an open, level playing field.

➤ **INTRODUCTION**

Cargill engages in trading, purchasing, manufacturing and distributing agricultural commodities and food ingredients.

Cargill is headquartered in Minneapolis, Minnesota. David MacLennan is the Chairman & CEO of Cargill. Cargill provides food, agriculture, financial and industrial products and services to the world. Together with farmers, customers, governments and communities, they help people thrive by applying their insights and over 155 years of experience.

Cargill have 155,000 employees in 70 countries/regions who are committed to feeding the world in a responsible way, reducing environmental impact and improving the communities where we live and work

● **Food**

They provide food and beverage manufacturers, food service companies and retailers with high-quality ingredients, meat and poultry products, and health-promoting ingredients and ingredient systems.

● **Agriculture**

They buy, process and distribute grain, oilseeds and other commodities to makers of food and animal nutrition products. They also provide crop and livestock producers with products and services.

● Financial

They provide our agricultural, food, financial and energy customers around the world with risk management and financial solutions.

● Industrial

Cargill serves industrial users of energy, salt, starch and steel products. They also develop and market sustainable products made from agricultural feedstocks.

➤ CARGILL IN INDIA

Cargill Business Services (CBS) India leverages Cargill's scale to create an efficient, modern way of providing high-quality shared services to Cargill so that their businesses and functions can focus on what they do best.

Since its inception in January 2015, the organization has grown steadily to establish itself as a global multi-function shared services hub providing services across multiple business functions and processes—Finance, IT, Source to Pay, Transportation and Logistics, and HR. CBS India currently operates out of two centres in Bangalore and Gurgaon employing over 2000 skilled professionals.

CBS India focuses on the following three dimensions:

- Ensuring continuous improvement, with a focus on the simplification and increasing operational efficiency.
- Maintaining and improving compliance and controls.

Driving competitive advantage by delivering insights through planning and analytics.

➤ NATURE OF BUSINESS

It has businesses in refined oils, food ingredients, grain and oilseeds, cotton, animal nutrition, industrial specialties and trade structured finance. Cargill markets leading consumer brands of edible oils such as Nature Fresh, Gemini, Sweekar, Leonardo Olive Oil, Rath and Sunflower brand of hydrogenated fats.

➤ **CARGILL VISION STATEMENT**

“ Our purpose is to be the global leader in nourishing people. Our mission is to create distinctive value. Our approach is to be trustworthy, creative and enterprising. Our performance measures are: engaged employees, satisfied customers, enriched communities, and profitable growth.”

➤ **CARGILL MISSION STATEMENT**

Cargill is committed to helping the world thrive.

➤ **PRODUCTS AND SERVICES**

Grains and Oilseeds	Industrial Oils & Dielectric Fluids
Cotton	Animal Nutrition
Edible Oils & Fats	Metals & Shipping
Wheat Flour	Trade & Structured Finance
Food Ingredients and Ingredient Systems	Business Services

OWNERSHIP PATTERN

Cargill stock does not exist. The company avoided going public because of its size and the number of assets it holds.

Cargill is the largest private company in the United States. Since its founding by William W. Cargill, the company has remained a family-owned private company. Cargill had two children—a son, Austen, and a daughter, Edna, who married John MacMillan, one of her father's business partners. To date, more than 100 family members own about 90% of Cargill shares. In the early days, the company allowed the family to have total control of Cargill. Over time, it diversified away from family

management. The year 1960 marked the first time a non-family member became the company's CEO. The 17-member board of directors only has six family members, with the rest coming from other company directors and outside personnel.

➤ **AWARDS**

*2017 Dairy Herd Management Innovation Award

*2017 Dairy Herd Management Innovation People's Choice Award

*2018 World Ag Expo Top 10 New Product Award

*Cargill and PG&E Recognized for Effective Community Engagement that Aligns with Business

➤ **KEY MILESTONES IN INDIA**

1987.Set up Liaison office in New Delhi.

1996.Cargill India set up as a 100% owned trading company,

1997.Begins primary sugar supply business. Country Office set up in Delhi.

1998.Exits seed business as part of a global divestiture to Monsanto
First desk of Grain and Oils Seeds business begin operations.

2000.Packaged foods business under NatureFresh brand launched with wheat products

2003.NatureFresh" brand transitions into refinery unit for sale in packed form.

2004.Enters into JV with Parakh Foods Ltd. As a result, "Gemini" brand of refined oil and two oil refineries in West Coast of India comes into portfolio. Commercial production of oil refineries at Paradip in East Coast of India and at Kandla in West Coast begins.

2005.Acquires 100% stake in JV with Parakh Foods Ltd.; new BU formed 'Refined Oils India.'

2006.Establishes Animal Nutrition business. Refined Oils India enters into

institutional oil selling to large food industry.

2008.Launches Kutch Livelihood & Education Advancement Program in Kutch district, Gujarat in partnership with CARE. Launches Oliante brand of olive oil.

2010.Refined Oils India becomes Cargill Foods India. Acquires `Rath` brand of Vanaspati (hydrogenated fats).

2011.Acquires `Sweekar` brand of sunflower refined oil.

2012.Global acquisition of AWB expands business for Grain & Oilseeds business in India. Global acquisition of Provimi expands animal nutrition footprint in India. Flavors business ceases to be part of India business due to global divesture. Re-launches NatureFresh Atta, whole wheat flour. Acquires Sunflower Vanaspati

2014.Acquires Leonardo brand of olive oils.

2015.Opens its biggest business services centre in Bengaluru.

2016.Set up state of the art corn wet milling plant in Davangere, Karnataka. Inaugurated Dairy feed mill in Bathinda, Punjab. Broke ground for setting up Corn Silos in Davangere, Karnataka.

CHAPTER 3

ANALYSING BUSINESS MODEL'S

ANALYSING BUSINESS MODEL'S

McKinsey's 7S Framework

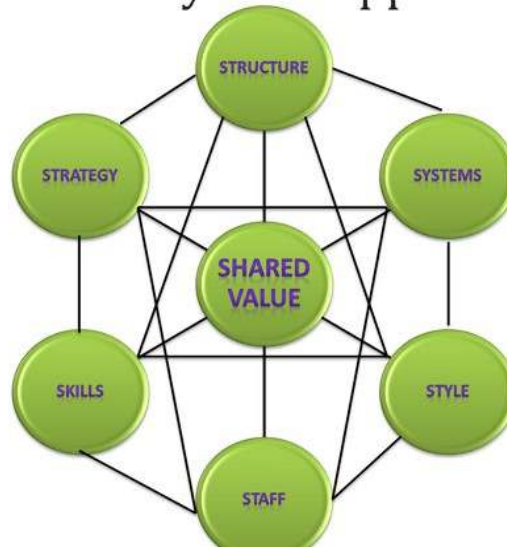
McKinsey 7s model was developed in 1980's by McKinsey consultants Tom Peters, Robert Waterman and Julien Philips with a help from Richard Pascale and Anthony G. Athos. Since the introduction, the model has been widely used by academics and practitioners and remains one of the most popular strategic planning tools. It sought to present an emphasis on human resources (Soft S), rather than the traditional mass production tangibles of capital, infrastructure and equipment, as a key to higher organizational performance. The key point of the model is that all the seven areas are interconnected and a change in one area requires change in the rest of a firm for it to function effectively.

McKinsey 7s model is a tool that analyses firm's organizational design by looking at 7 key internal elements in order to identify if they are effectively aligned and allow organization to achieve its objectives. The goal of the model was to show how 7 elements of the company which can be aligned together to achieve effectiveness in a company.

The model categorizes the seven elements as either "hard" or "soft":

Hard Elements	Soft Elements
	Shared
Strategy	Values
Structure	Skills
Systems	Style
	Staff

McKinsey's 7-s Approach



➤ **STRUCTURE**

This is how a company is organized (that is, how departments and teams are structured, including who reports to whom).

EXECUTIVE TEAM is Responsible for the company's strategic direction, talent development and financial performance, Cargill's Executive Team is dedicated to building a company that nourishes the world in a safe, responsible and sustainable way. Although they represent a diverse collection of experience both inside and outside of Cargill, each of them has a strong track record of leading people to achieve results. Together, they are working to make Cargill the most trusted partner in food, agriculture and nutrition.

NAME	DESIGNATION
David MacLennan	Chairmen & Chief Executive Officer
Myriam Beatove	Chief Human Resource Officer
Julian Chase	Chief Transformation Officer
David Dines	Chief Financial Officer
Ruth Kimmelshue	Chief Sustainability Officer

Anna Richo	Corporate Secretary
Brian Sikes	Protein & Salt, Chief Risk Officer
Marcel Smits	Chairman of Asia Pacific & Head of Corporate Strategy
Joe Stone	Agricultural Supply Chain & Corporate Trading
Frank Van Lierde	Food & Bio-industrial Ingredients
David Webster	Food & Bio-industrial Ingredients

➤ **STRATEGY**

This is an organization's plan for building and maintaining a competitive advantage over its competitors.

What is our strategy?

How do we intend to achieve our objectives?

How do we deal with competitive pressure?

How are changes in customer demands dealt with?

How is strategy adjusted for environmental issues?

The culture of the company needed to change, and business divisions needed to focus outward on their customers. Together, the five directors outlined a new era of major business growth, defined by stronger emphasis on customers, innovation and high performance. The plan was introduced as Cargill's Strategic Intent, a framework that refreshed the company's business strategy and deepened customer relationships. With operations in dozens of markets and industries around the world, Cargill would concentrate on diversity and expertise during the next decade, helping a wider array of customers achieve greater success.

➤ **SYSTEMS**

The daily activities and procedures that staff use to get the job done.

What are the main systems that run the organization? Consider financial and HR systems as well as communications and document storage.

Where are the controls and how are they monitored and evaluated?

What internal rules and processes does the team use to keep on track?

Cargill's guiding principles

1. We obey the law.
2. We conduct our business with integrity.
3. We keep accurate and honest records.
4. We honor our business obligations.
5. We treat people with dignity and respect.
6. We protect Cargill's information, assets and interests.
7. We are committed to being a responsible global citizen.

The Code is grounded in 7 Guiding Principles—the foundation that supports all of Cargill's corporate activity, along with our individual actions and decisions as Cargill employees. It also summarizes key compliance policies, highlighting issues that can have significant legal and ethical consequences if handled improperly and providing guidelines for appropriate action.

➤ **SKILLS**

The actual skills and competencies of the organization's employees.

What are the strongest skills represented within the company/team?

Are there any skills gaps?

What is the company/team known for doing well?

Do the current employees/team members have the ability to do the job?

How are skills monitored and assessed?

Cargill's development programs foster the leadership potential of its workers, helping them grow in the workplace. Cargill's development programs foster the leadership potential of its workers, helping them grow in the workplace. The goal was to equip workers for their current positions, and to prepare them for future leadership roles, creating a solid foundation for Cargill's growth.

➤ **STYLE**

How participative is the management/leadership style?

How effective is that leadership

Do employees/team members tend to be competitive or cooperative?

Are there real teams functioning within the organization or are they just nominal groups?

Cargill recognized that great team members also make great leaders. But, the insights, skills, and vision needed to be an effective leader must be developed, practiced, and learned over time.

The Transition into Leadership curriculum was designed to:

Introduce the best ideas and practices in leadership today

- Identify the significant differences between leadership and management**
- Determine the participants own leadership strengths and areas for improvement**
- Develop and practice sound leadership skills and abilities**
- Learn "best practices" through close affiliation with other Cargill leaders**
- Communicate effectively and reinforce, mission, goals, and vision**
- Take accountability for business results and team member development**
- Embrace change and challenge the comfort zone of team members**

Cargill's leadership development program places great importance on their employees and know that they are the key part of a successful future. As a result, they seek the best programs in order to create development opportunities for their employees and leaders around the world.

➤ **STAFF**

What positions or specializations are represented within the team?

What positions need to be filled?

Are there gaps in required competencies?

Cargill implemented “Everyday Performance Management” to instigate this change. “Everyday Performance Management” was based on the four principles you’ll find under the “how” section.

What?

Cargill decided that effective performance management needs to be a continuous process—out with the old-school, document-heavy annual review. Daily activity and practices were now to be used as predictors of performance management quality. Employee-manager relationships were also to become central to their performance management. They acknowledged the need of performance management systems to be flexible and agile in order to meet a myriad of business needs.

How?

- Consistent recognition of outstanding performances from managers who exemplify the qualities of good day-to-day performance management practices.
- Recording the experiences and best practices of effective managers.
- Making teams responsible for the daily operation of performance management.
- Building key skills and competencies necessary to succeed at “Everyday Performance Management,” including effective, two-way communication; feedback delivery; and coaching.

➤ SHARED VALUES

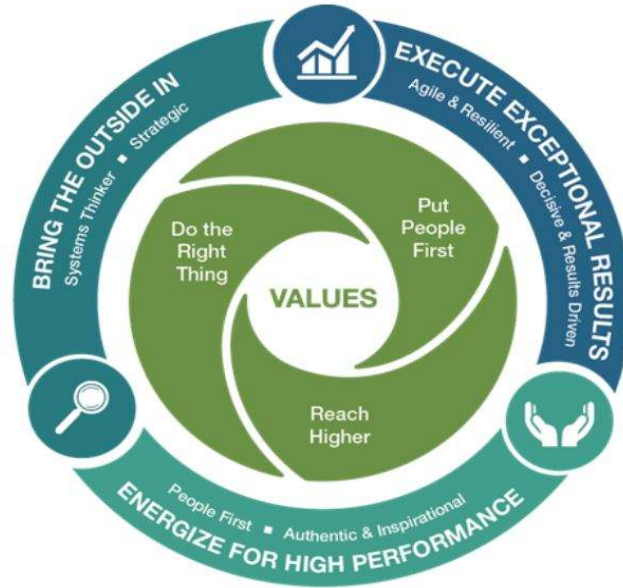
What are the core values?

What is the corporate/team culture?

How strong are the values?

What are the fundamental values that the company/team was built on?

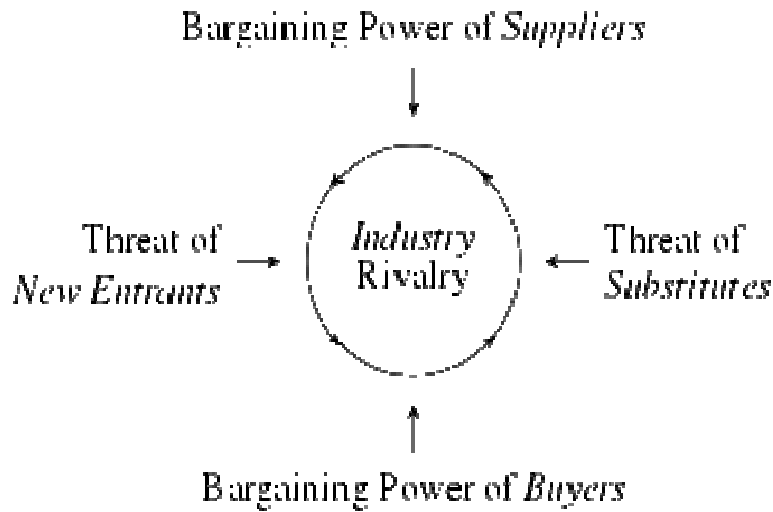
Cargill's values are at the core of how we work. They are also the source of Cargill's three leadership expectations that allow us to bring the outside in, energize for high performance and execute exceptional results.



PORTER'S FIVE FORCE MODEL

Porter's Five Forces is a simple but powerful tool for understanding the competitiveness of your business environment, and for identifying your strategy's potential profitability.

This is useful, because, when you understand the forces in your environment or industry that can affect your profitability, you'll be able to adjust your strategy accordingly. For example, you could take fair advantage of a strong position or improve a weak one, and avoid taking wrong steps in future.



➤ **Competitive**

Rivalry -
This looks at the number and strength of your competitors. How many

rivals do you have? Who are they, and how does the quality of their products and services compare with yours? Where rivalry is intense, companies can attract customers with aggressive price cuts and high-impact marketing campaigns. Also, in markets with lots of rivals, your suppliers and buyers can go elsewhere if they feel that they're not getting a good deal from you. On the other hand, where competitive rivalry is minimal, and no one else is doing what you do, then you'll likely have tremendous strength and healthy profits.

➤ **Supplier Power -** This is determined by how easy it is for your suppliers to increase their prices. How many potential suppliers do you have? How unique is the product or service that they provide, and how expensive would it be to switch from one supplier to another? The more you have to choose from, the easier it will be to switch to a cheaper alternative. But the fewer suppliers there are, and the more you need their help, the stronger their position and their ability to charge you more. That can impact your profit.

➤ **Buyer Power -** Here, you ask yourself how easy it is for buyers to drive your prices down. How many buyers are there, and how big are their orders? How much would it cost them to switch from your products and services to those of a rival? Are your buyers strong enough to dictate terms to you? When you deal with only a few

savvy customers, they have more power, but your power increases if you have many customers.

➤ **Threat of Substitution** - This refers to the likelihood of your customers finding a different way of doing what you do. For example, if you supply a unique software product that automates an important process, people may substitute it by doing the process manually or by outsourcing it. A substitution that is easy and cheap to make can weaken your position and threaten your profitability.

➤ **Threat of New Entry** - Your position can be affected by people's ability to enter your market. So, think about how easily this could be done. How easy is it to get a foothold in your industry or market? How much would it cost, and how tightly is your sector regulated? If it takes little money and effort to enter your market and compete effectively, or if you have little protection for your key technologies, then rivals can quickly enter your market and weaken your position. If you have strong and durable barriers to entry, then you can preserve a favourable position and take fair advantage of it.

Analysis of Porter's Five Force Model on Cargill:

1.Competition in the Industry- Technological development ends up being the major separating component. It is also helpful for helping you to customize your strategy to fit your competitive environment, and to increase your possible earnings. The technique to developing a competitive method is to understand the sources of the competitive forces. If the present market growth is sluggish and the market is saturated, item advancement method ought to be used. As soon as your analysis is ended up, it's time to execute a technique to broaden your competitive advantage.

2.Potential of New Entrants into an Industry-Brand names are investing a bargain in marketing and advertising to attract new customers. Providers products have a couple substitutes. If you provide a remarkable software application product which automates a crucial treatment, folks may substitute it by doing the procedure manually or by outsourcing it. Customers have the ability to easily shift from standard models

to the new models on account of the convenience they supply. Powerful consumers can apply pressure to drive down rates, or enhance the essential quality for precisely the very same price, and so minimize profits in a business. Ford's consumers considerably help determine the business. In addition, digital services are able to make long lasting income streams which of course is a better and financially rewarding chance than the 1-time sale of a physical item. Supplier power is no problem for McDonald's in the quick food market. The bargaining power of providers is high in the occasion the purchaser doesn't represent a large part of the supplier's sales. The point is that the bargaining power of the supplier in an industry impacts the competitive environment for the buyer and influences the purchaser's capability to attain profitability. Customers have power whenever there aren't a number of them, however plenty of sellers, in addition to when it is not difficult to change from 1 service's services or items to another. Buyer Power Low Customers have actually limited power over console developers, because the variety of prospective consumers is big, the company isn't too concerned about losing consumers. Porter's five forces analysis is a considerable tool for everyone trying to evaluate the tactical standing of a current company, or considering a new venture into a present industry. The analysis working with the Porter's 5 forces analysis ought to be a basis where the firm discovers and implements their strategy which should increase their competitive benefit.

3.Power of suppliers- The trick to developing a competitive technique is to recognize the sources of the competitive forces. It is also helpful for assisting you to modify your method to fit your competitive environment, and to increase your possible earnings. If the present market development is sluggish and the marketplace is filled, product advancement technique requires to be used.

When an industry is rewarding, or appealing in a long-term strategic fashion, then it's going to be appealing to brand-new companies. As an instance, the airline business has strong competition amongst the 2 producers, Plane and Boeing. Bear in mind that 5 forces affect different industries differently and for that reason don't utilize exactly the exact same outcomes of analysis for even similar markets!

In the event today firms do not allow it to be challenging for other individuals to join the market, the profitability will tend to fall towards no. Services can take advantage by raising the cost and decreasing of the product, however it's typically required to

have short term advantages. Regardless of the reality that it does not sound very attractive for business to enter into the airline organisation, it's NOT impossible. In order to cut the risk of new entry, the business needs to produce an excellent brand image. If it has a good brand image, then customer would like to stick with the brand name products. It is quite hard for a company to get in the Auto market and take on among the greatest business on earth.

4. Bargaining Power of Customers- The Porter's Five Forces tool is rather a strong tool. Because that time, it is now a regularly utilized tool for examining a company's industry structure and its business strategy. Additional modelling tools will probably help you round out your understanding of your business and its potential. As it will help to comprehend not simply the strength of present competitive position however in addition the strength of an expected position, it's very practical. By doing this it is possible to swiftly examine the strength of your organization position. The retailer's ability to keep and increase its North American market share is going to be the essential factor influencing its stock-price movement later. You might take reasonable benefit of a strong position or enhance a weak one, and prevent taking wrong actions in future.

5. Bargaining Power of Customers- After assessing the forces, you should find techniques to affect the forces. In order to end up an entire competitive analysis, the porter's 5 forces must be compensated. Porter's 5 Forces is a good beginning point to evaluate an organisation however shouldn't be made use of in seclusion.

6. Threat of Substitutes- The analysis working with the Porter's 5 forces analysis ought to be a basis where the company discovers and executes their strategy which should enhance their competitive benefit. Bear in mind that five forces affect various industries in a different way and therefore don't use specifically the exact same results of analysis for even comparable industries! In order to complete a whole competitive analysis, the Cargill A porter's 5 forces must be compensated.

CHAPTER- 4

SWOT ANALYSIS

SWOT Analysis of Cargill

The acronym “SWOT” stands for Strength, Weakness, Opportunities and Threats. It is a useful tool that is widely used for strategic planning and management in many organizations. It is effectively used in building strategies for the organization to maintain its competitiveness in the market. It is simple yet powerful tool that help the organization in identifying its existing resources, capabilities, deficiencies, the existing opportunities and threats prevailing in the market.

SWOT assumes that strengths and weaknesses are frequently internally-related, while opportunities and threats commonly focus are due to the external environment. The name is an acronym for the four parameters the technique examines:

- Strengths: Characteristics of the business or project that give it an advantage over others.
- Weaknesses: Characteristics of the business that place the business or project at a disadvantage relative to others.
- Opportunities: Elements in the environment that the business or project could exploit to its advantage.
- Threats: Elements in the environment that could cause trouble for the business or project.

The degree to which the internal environment of the firm matches with the external environment is expressed by the concept of strategic fit. Identification of SWOTs is important because they can inform later steps in planning to achieve the objective. First, decision-makers should consider whether the objective is attainable, given the SWOTs. If the objective is not attainable, they must select a different objective and repeat the process.

Cargill - SWOT analysis of Cargill, Incorporated analyses the brand/company with its strengths, weaknesses, opportunities & threats. In Cargill, Incorporated SWOT Analysis, the strengths and weaknesses are the internal factors whereas opportunities and threats are the external factors. SWOT Analysis is a proven management framework which enables a brand like

Cargill, Incorporated to benchmark its business & performance as compared to the competitors and industry. As of 2020, Cargill, Incorporated is one of the leading brands in the food & beverages sector.

The table below lists the SWOT (Strengths, Weaknesses, Opportunities, Threats), top Cargill, Incorporated competitors and includes Cargill, Incorporated target market, segmentation, positioning & Unique Selling Proposition (USP).



STRENGTHS

Strength is a characteristic that adds value to something by making it more special, unique and advantageous when compared. In this element of SWOT, the abilities and the key properties of organization are discussed that gives an organization an advantage over other organizations by making it more competitive. It defines the characteristics and situations of an organization which makes it more effective and efficient when compare with its competitors. It defines the areas in which the organization hold a command or is good at doing it and that provides the organization and important capability.

It can be a skill, a resource, image, market leadership, relation with buyer or supplier or any other advantage relative to its competitors that fulfil the needs of the market by providing the organization with a comparative advantage.

Strengths of Cargill are:

- High brand equity.
- Diversified product portfolio.
- Efficient Supply Chain Management.
- Has centuries of experience in the industry.
- Global presence in around 66 countries.
- An employee strength of around 142,000 people.
- Presence in 5 major segments- Agriculture Services, Food Ingredients, Origination and Processing, Risk Management and Financial and Industrial.
- Financial independence and muscle power.
- Numerous brands on offer like Sweekar, Zerose, Gemini, Rath, Nature Fresh, etc.
- Customer base of world class companies around the world.
- Technological advancement and expertise in different fields.
- Numerous CSR activities to give back to the stakeholders.
- America's largest private sector company.
- Strong R&D operations

WEAKNESS

Cargill's Weakness refer to the situation in which the existing capabilities and the resources the company holds are weaker or not sufficient compared to others organizations in the market. In other words, it means the aspects in which the organization is less efficient and needs to improve in order to align with the market trends. As these aspects negatively affect the overall

performance of the organization by making it weaker compared to its competitors.

These are the factors that an organization lacks and does poorly in comparison to the organizations operating in the same market at the same level. It is a deficiency or limitation of resources, capabilities, skills that majorly affect the organizations effective performance. Management capabilities, Facilities, financial resources, marketing skills and the weak brand image can be the sources of weakness.

Weaknesses of Cargill are:

- Negatively publicized on many occasions over allegations of environmental issues, contamination, human rights violation, etc.
- Presence of many options means high brand switching.
- Adverse impact of extreme weather conditions.
- Slowdown in Thailand's poultry market.
- Involvement in activities related to illegal deforestation.
- Agricultural business is susceptible to loss in extreme weather condition.

OPPORTUNITIES

Cargill's Opportunities is an advantage and the driving force for an organization. It is the convenient time or situation that is present in the environment and will help the organization in achieving its goals. It is a factor that contribute positively towards the growth of the organization. It is a condition existing in the external environment that allow the organization to take an advantage of the organizational strengths, and help in overcoming the weaknesses and to neutralize the threats present in the environment.



Opportunities of Cargill are:

- Increase global penetration and tap rural opportunities.
- Acquire other companies.
- Try to expand in the untapped markets.
- Market itself aggressively.
- Explore agriculture market in China.
- Leveraging technology, digitalization and R&D to promote healthy.

THREATS

Threats are the factors that prevent the organization from the actualization of an activity. It is an unfavourable situation that exist in the environment making it difficult for the organization to achieve its defined goals. It is a situation that arises as a result of the changes that took place in the immediate or distant environment, preventing the organization from maintaining its existence and

superiority in the growing competition and are disadvantageous for the organization.

All the environmental factors are considered as a threat to an organization that could affect the efficiency and effectiveness of the organization.

Threats faced by Cargill are:

- Fluctuations in the cost of raw materials.
- Global economic instability.
- Competition in all segments of operation.
- Availability of various brand switching options.
- Operating challenges due to local market disruptions.
- Trump's trade war with China increasing uncertainty in the business.

The following analysis of Strength, Weakness, Opportunity and Threats (SWOT Analysis) mentioned for Cargill is best of my knowledge and the analysis of the gathered information gathered is made known to have the knowledge about the company and its efficiency in the market and its effectiveness in the economy.

CHAPTER- 5

FINANCIAL ANALYSIS

Cargill like any other private company, shares very less financial information. Cargill is a privately held company and therefore is not subject to the same financial disclosure as publicly traded companies. But the company typically issues a press release with income and sales figures, as well as individual business unit updates.

Cargill's fiscal year runs June 1 to May 31.

2018 Fiscal reports:

- First quarter: Company carries momentum into new fiscal year, led by proteins and food ingredients. Results for the fiscal 2018 first quarter ended Aug. 31, 2017. Key results include:
 - Adjusted operating earnings totalled \$888 million, exceeding by 7 percent the \$827 million earned in last year's strong comparative period.
 - Net earnings on a U.S. GAAP basis were \$973 million, up 14 percent from \$852 million a year ago.
 - Revenues totalled \$27.3 billion, edging ahead of last year's \$27.1 billion.
- Second quarter: Quarter combines strength in animal nutrition, food ingredients and protein. Results for the fiscal 2018 second quarter and first half ended Nov. 30, 2017. Key results include:
 - Adjusted operating earnings totalled \$948 million, an 8 percent decrease against last year's strong comparative of \$1.03 billion.
 - For the first half, adjusted operating earnings stood at \$1.84 billion, down 1 percent from last year.
 - Net earnings for the quarter on a U.S. GAAP basis were \$924 million, down 6 percent from \$986 million a year ago. First-half net earnings increased 3 percent to \$1.9 billion.
 - Second-quarter revenues rose 8 percent to \$29.2 billion, bringing the year-to-date figure to \$56.5 billion.

- Third quarter: Steady operating performance keeps Cargill on target for growth. Results for the fiscal 2018 third quarter and first nine months ended Feb. 28, 2018. Key results include:
- Adjusted operating earnings were \$559 million, a 22 percent decrease from last year's \$715 million. Nine-month earnings totalled \$2.4 billion, down 7 percent from \$2.58 billion a year ago.
 - These earnings included a net charge of \$161 million related to the recently enacted U.S. Tax Cuts and Jobs Act. Excluding the charge, Cargill's results were on pace with last year's third quarter and first nine months.
 - Net earnings for the quarter on a U.S. GAAP basis were \$495 million compared with \$650 million a year ago. Nine-month net earnings equalled \$2.39 billion compared with last year's \$2.49 billion. Excluding the tax charge, the third quarter was in line with last year; the nine-month figure exceeded the prior period.
 - Third-quarter revenues rose 2 percent to \$27.85 billion, increasing the year-to-date figure to \$84.32 billion.
- Fourth quarter: Company achieves sizable gains, powered by greater integration worldwide. Key results for the quarter and fiscal year ended May 31, 2018, * include:
- Adjusted operating earnings totalled \$809 million, a 76 percent jump from \$460 million a year ago.
 - Net earnings on a U.S. GAAP basis were \$711 million, more than double last year's \$347 million.
 - Revenues increased 7 percent to \$30.4 billion.

2019 Fiscal reports-

- First quarter: results for the first quarter of fiscal 2019, which ended Aug. 31, 2018. Steady performance powers good start to the fiscal year. Key measures include:

- Adjusted operating earnings totalled \$883 million, nearly matching the \$888 million earned in last year's strong comparative period.
 - Net earnings on a U.S. GAAP basis were \$1.02 billion, up 5 percent from \$973 million in the prior-year period.
 - Revenues rose 5 percent to \$28.7 billion.
- Second quarter: Cargill performs reliably in a dynamic, uncertain environment. Results for the fiscal 2019 second quarter and first half ended Nov. 30, 2018. Key measures include:
- Adjusted operating earnings were \$853 million, down 10 percent from the \$948 million earned in last year's strong comparative period. This brought first-half earnings to \$1.74 billion, a 5 percent decrease from the prior year.
 - Net earnings on a U.S. GAAP basis for the quarter were \$741 million, a 20 percent decline from \$924 million in the year-ago period. For the half, net earnings dipped 7 percent to \$1.76 billion.
 - Second-quarter revenues decreased 4 percent to \$28 billion, bringing the year-to-date figure to \$56.7 billion.
- Third quarter: Earnings eclipse prior year due to cost efficiencies and other savings. Results for the fiscal 2019 third quarter and first nine months ended Feb. 28, 2019. Key measures include:
- Adjusted operating earnings were \$604 million, up 8 percent from the \$559 million earned last year. This brought earnings for the first nine months to \$2.34 billion, a 2 percent decrease from the prior year.
 - Net earnings on a U.S. GAAP basis for the quarter were \$566 million, a 14 percent increase from \$495 million in the year-ago period. For the nine-month period, net earnings declined 3 percent to \$2.33 billion.
 - Third-quarter revenues decreased 4 percent to \$26.9 billion, bringing the year-to-date figure to \$83.5 billion.
- Fourth quarter: Uncertain global business environment slows earnings, as Cargill accelerates investment in key markets and sustainable supply

chains. Results for the fiscal 2019 fourth quarter and full year ended May 31, 2019. Key measures include:

- Adjusted operating earnings were \$476 million, down 41% from the \$809 million earned in last year's record fourth quarter. This brought earnings for the full fiscal year to \$2.82 billion, 12% below last year's top performance.
- Net earnings on a U.S. GAAP basis were \$235 million, down 67% from \$711 million in the strong comparative period. For the 12 months, net earnings decreased 17% to \$2.56 billion.
- Fourth-quarter and full-year revenues each dipped 1% to \$29.9 billion and \$113.5 billion, respectively. Cash flow from operations equalled \$5.19 billion, also a 1% decline.

2020 Fiscal reports-

➤ First quarter: Solid start to the year demonstrates focus on delivering for customers. Results for the fiscal 2020 first quarter ended Aug. 31, 2019.

Key measures include:

- Adjusted operating earnings were \$908 million, up 3% from \$883 million last year.
- Net earnings on a U.S. GAAP basis were \$915 million, a 10% decrease from last year's strong comparative of \$1.02 billion.
- First-quarter revenues rose 1% to \$29 billion.

➤ Second quarter: Strong execution and ongoing transformation elevate company performance. Results for the fiscal 2020 second quarter ended Nov. 30, 2019. Key measures include:

- Adjusted operating earnings were \$1.02 billion, up 19% from \$853 million last year. For the first half of the year, this brought adjusted earnings to \$1.93 billion.
- Net earnings on a U.S. GAAP basis for the quarter were \$1.19 billion, up 61% from a year ago. The increase included gains from divesting

Cargill's malt business and financial subsidiary, Car Val Investors. Net earnings for the first half climbed 20% to \$2.11 billion.

- Second-quarter revenues rose 4% to \$29.2 billion. Six-month revenues totalled \$58.2 billion, a 3% rise.
- Fourth quarter: Cargill cancels quarterly earnings release due to coronavirus. Cargill Inc has cancelled its fiscal-third-quarter earnings release due to the coronavirus outbreak. The privately-held company will still hold a call with its lenders, as required, but will forego its March 31 public earnings release as it has decided to focus on operations during the coronavirus pandemic. Cargill will offer media “high-level guidance” on its December-to-February performance and will likely wrap the quarter's results into its fourth-quarter release later this year.

CHAPTER- 6

LEARNING EXPERIENCE

Learning from Cargill:

➤ Community Engagement

Cargill builds vibrant communities through economic development, charitable giving, employee volunteerism and partnerships

Cargill is committed to conducting business with integrity, operating responsibly, enriching communities and nourishing the world.

Cargill's charitable giving in fiscal year 2020 provided \$115 million in total charitable contributions across 56 countries to advance programs that make a difference. It's businesses, facilities and employee-led groups support civic and non-profit organizations in their local communities.

Cargill invests in local communities through economic development, partnerships and giving combined with the volunteer efforts of our employees. Cargill provides corporate support to select national and global non-profit and nongovernmental organizations (NGOs) that serve communities in which they have a business presence. Cargill support partners working within our focus areas of nourishing our world, protecting our planet, and enriching our communities.

In the fiscal year 2020, Cargill provided \$115 million in total charitable contributions, hosted trainings for 860,000 farmers in sustainable agricultural and business practices to improve their earnings potential and provided more than 39 million meals to global and local food bank partners.

Cargill is committed to feeding the world in a safe and responsible way reducing our environmental impact and improving the communities where we live and work. Cargill is passionate about their purpose to be the global leader in nourishing people and operating responsibly across the agricultural, food, industrial and financial markets we serve.

➤ **Cargill Global Scholars**

The Cargill Global Scholars program provides financial support and leadership development opportunity to undergraduate students from around the world.

➤ **Leveraging global knowledge across markets**

With food research and innovation centres, local food application facilities, animal nutrition research centres, and product development centres, Cargill has a window on the world. Cargill's global presence enables us to stay at the forefront of emerging customer needs and solutions and bring important new knowledge to you.

In addition, the breadth of their technical expertise enables us to leverage technologies developed in one area to solve customer challenges in others. For example, their deep knowledge of animal nutrition is informing solutions for human nutrition. Cargill's ability to immediately tap their technical expertise across businesses and disciplines around the world allows them to leverage their best, most relevant knowledge to solve problems quickly. This access to Cargill's world of scientific and technical knowledge helps avoid the time and cost of reinventing — and allows you to move your product to market more quickly.

➤ **Cargill's Business Resource Groups (BRGs)**

Cargill's Business Resource Groups (BRGs) make up global, diverse populations and are consulted for perspective on a regular basis.

- Cargill Ebony Council: The Cargill Ebony Council continuously strives to build an inclusive environment that fosters and supports the full participation of Black, African American and Pan-African employees in reaching their full potential for maximum contribution to Cargill's success.
- Cargill Ability Network: The Cargill Ability Network supports Cargill's efforts in creating and maintaining an inclusive workplace where people of all abilities can be empowered to achieve high performance and drive business results.

- Cargill Pride Network: The Cargill Pride Network fosters an equitable, safe and supportive business environment for lesbian, gay, bisexual and transgender employees, their allies and business associates.
- Cargill Hispanic-Latino Council: The Cargill Hispanic-Latino Council fosters an environment where Hispanic and Latino employees can develop their full potential for the overall enrichment of our communities and the success of Cargill
- Cargill Veteran Military Support Network: The Cargill Veteran Military Support Network recognizes, supports and encourages members of the United States military, veterans and their families. We also serve as a recruitment and retention tool, meeting the unique needs of this segment of the U.S. workforce
- Cargill Women's Network: Cargill Women's Network empowers all women who work at Cargill by building advocacy and sponsorship of women globally, while advancing Cargill's global gender parity aspirations.
- Cargill Young Professionals Network: The Cargill Young Professionals Network is a dynamic and diverse group of ambitious peers with a passion for making a difference, a willingness to learn and the desire to develop and build important relationships.
- Cargill Asian Alliance Network: Cargill's Asian Alliance Network is committed to creating an inclusive culture that recruits, retains and develops Asian and Pacific Islander talent. encourage Cargill employees of Asian descent to socialize, celebrate and learn from each other.
- Cargill Welcoming and Onboarding Network: We bring together new employees with current employees through the provision of a buddy system and by holding events that assist with orienting and welcoming new employees into the Cargill culture.

➤ **Putting People First**

Standing up against racial violence, hatred and discrimination

Within Cargill

In Cargill they live and work by our values of putting people first and doing the right thing. The cornerstone of their commitment is creating an inclusive culture where their employees feel welcome, valued and heard.

1. Cargill is are going to focus more intensely to remove any bias from hiring processes and talent selection so underrepresented minorities have greater access to economic and career opportunities, and are treated with dignity and respect from the time they apply for a role at Cargill through their tenure as a valued employee.
2. Cargill have policies and practices to elevate our inclusive work environment, offering inclusive facilities, unconscious bias training and employee assistance and psychological safety programs.
3. Cargill continue to engage our employees in dialogue on the injustices African-Americans and people of colour are facing. During these most challenging times, we must embrace the difficult conversations and create a safe place to discuss, feel and process these events to emerge stronger.

CONCLUSION

- ✓ Cargill is the largest private company in the United States, with assets more than three times the size of the next largest.
- ✓ Cargill, enables people throughout the world to enjoy a variety of food products and other commodities, which have often passed along distribution channels covering thousands of miles.
- ✓ Cargill has encouraged emerging markets in Africa to develop since 1981.
- ✓ Cargill believes in establishing new businesses and then progressively supporting these activities by nurturing them over a long period of time. Longer term progress is more important than short term gain, although all businesses are expected to be profitable.
- ✓ Unlike large public companies which must maximise short term gains for shareholders, a private company like Cargill is able to take a longer-term view. After more than 130 years Cargill is still a low profile and often unknown company to most consumers – largely due to the fact that there are no Cargill-labelled products on retail store shelves and no branded consumer advertising.
- ✓ Much of Cargill's revenue comes from trading. It is a leading importer and exporter of grain world-wide and it buys, stores, ships and sells most other crops.
- ✓ Company businesses are classified into three segments: Commodity Trading and Processing, Industrial and Financial.
- ✓ Principally, Cargill operates in four geographic regions: Asia/Pacific, Europe/Africa, Latin America and North America.
- ✓ Cargill is committed to developing and providing the necessary skills for basic human needs and to contribute to national economic growth. It seeks to invest within countries in which these skills are allowed to operate productively.

- ✓ Cargill is an international marketer and processor of agricultural, financial and industrial commodities and employs more than 76,000 people in nearly 1,000 locations in 66 countries.

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