

thrive™



Cargill 150th Anniversary Recap

- Cargill Overview
- 150th Anniversary Strategy & Objectives
- Strategic Planning Process
- 150th Program Tactics
- Results
- Q&A

Cargill Overview

Cargill at a glance



- Privately Held, Family and Employee Owned – Since 1865
- ~\$110 billion revenue/year
- Operate in 70 countries
- Over 150,000 employees
- Food, Agriculture, Risk Management, Industrial
- Purpose: Cargill will be the leader in nourishing the world in a safe, responsible and sustainable way.

Our promise

Our stakeholders will be more successful with Cargill than with anyone else.

Our expression



To grow
strongly and
vigorously

To do well and
prosper

thrive is the
highest level of
success -- the
benefit we want
our brand to own

With *thrive* we can be globally consistent and locally relevant to all of our stakeholders



In 2015, we celebrated our 150th anniversary



We honored 150 years of helping people and organizations around the world *thrive*

150th Anniversary Strategy & Objectives

- ✓ Extension of our brand
- ✓ Stakeholder focus
- ✓ Clear objectives
- ✓ Confront challenges

Goal of the Anniversary Effort

- Help employees learn about and share our story
- Motivate customers to continue doing business with us
- Inspire other stakeholders to partner with us

150th Anniversary Principles

ALIGNED TO
PURPOSE
AND BRAND

EFFICIENT

EXECUTABLE

GLOBALLY
CONSISTENT
AND LOCALLY
RELEVANT

150th Target Audiences

Employees were our primary target to ensure they were engaged, and thus carried the message to our secondary and tertiary targets.



Objectives

Objectives



1. Strengthen our brand

Objectives



2. Engage our employees



Objectives

3. Celebrate our heritage



Reach **75%** of employees





Our approach:
Identify and
tackle the
challenges

A vast and dispersed workforce



Highly decentralized operations



Over 50% employees are not “wired”



There is no single best channel



Employees speak 22 primary languages





Our approach:
Confront our
challenges
head on

Strategic Planning Process - how we did it:

- ✓ Identified key program elements
- ✓ Formed core team and support
- ✓ Established detailed timeline
- ✓ Acquired resources
- ✓ Planned the work and worked the plan

Cargill 150th Anniversary Strategy



150th Anniversary Core Team

150th Coordinators:
 Each BU, Function and Country Lead has appointed a 150th point person for their organization who will coordinate any activities their organization may do and/or keep their organization informed of anniversary activities

Agency Resources:



Brand/Content/Digital



PERISCOPE
 Experiential/Event Activation



weber shandwick
 PR/External Communications



LEADERS' QUEST
 Thought Leadership

Digital & Online Communications – Lise H., Stephen R.

Anniversary Toolkit and Memorabilia – Angela P.

Existing Programs – Ian S., Tracey G.

External Content Delivery – Bruce B.

Overall Team Lead, Storytelling Lead – Karen Kozak
 RASCI, Project Management, Workforce Planning

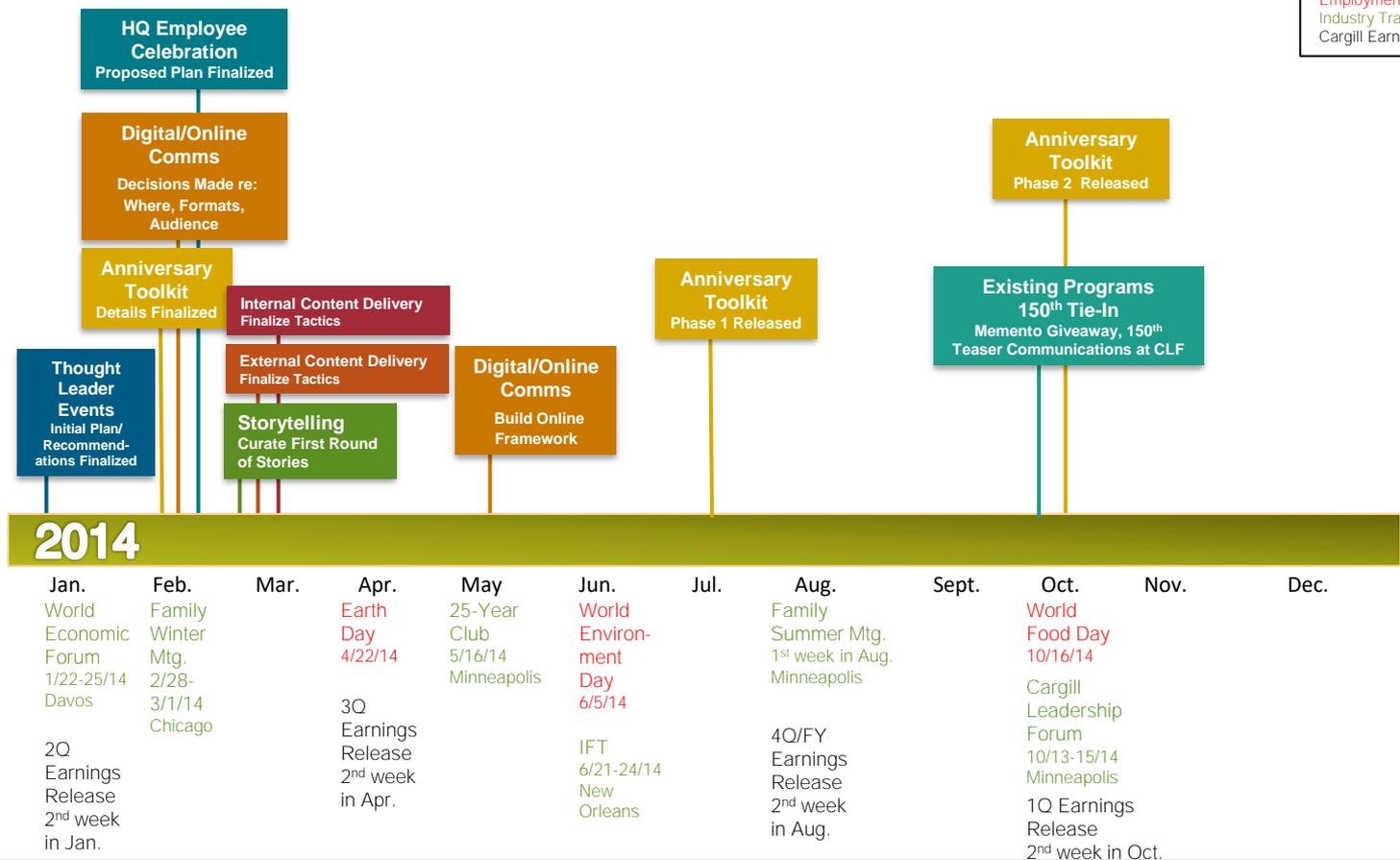
Employee Celebration – Kristin S.

Internal Content Delivery – Tim C.

Thought Leadership thrive Learning Journeys – Michelle G., Penny S., Becca M.

150th Anniversary Planning Timeline

Cargill Corporate Events
 Employment Engagement Events
 Industry Tradeshows
 Cargill Earnings Releases

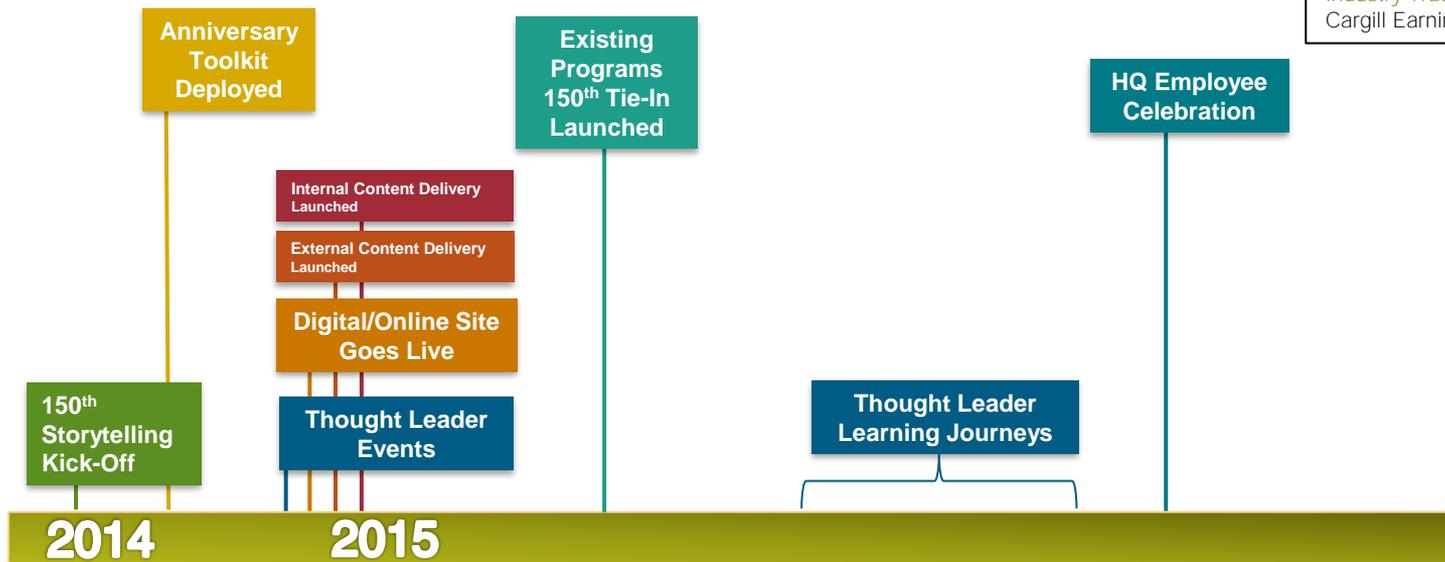


2014

Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.
World Economic Forum 1/22-25/14 Davos	Family Winter Mtg. 2/28-3/1/14 Chicago		Earth Day 4/22/14	25-Year Club 5/16/14 Minneapolis	World Environment Day 6/5/14		Family Summer Mtg. 1 st week in Aug. Minneapolis		World Food Day 10/16/14		
2Q Earnings Release 2 nd week in Jan.			3Q Earnings Release 2 nd week in Apr.		IFT 6/21-24/14 New Orleans		4Q/FY Earnings Release 2 nd week in Aug.		Cargill Leadership Forum 10/13-15/14 Minneapolis		1Q Earnings Release 2 nd week in Oct.

150th Anniversary Activation Timeline

Cargill Corporate Events
 Employment Engagement Events
 Industry Tradeshows
 Cargill Earnings Releases



2014			2015											
Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.
Global Leadership Forum 10/13-15/14 Minneapolis			World Economic Forum 1/28-31/15 Davos	Family Winter Mtg. Last week in Feb. Houston		Earth Day 4/22/15	25-Year Club 5/15/15 Minneapolis	World Environment Day 6/5/15	IFT 7/11-14/15 Chicago	Family Summer Mtg. 1 st week in Aug. Minneapolis		World Food Day 10/16/15		FiE 12/1-3/15 Paris
1Q Earnings Release 2 nd week in Oct.			2Q Earnings Release 2 nd week in Jan.			3Q Earnings Release 2 nd week in Apr.				4Q/FY Earnings Release 2 nd week in Aug.				

Roles

Who	150 th Storytelling	Thought Leader Events	Celebrations
CLT/ CEO	<ul style="list-style-type: none"> Provide interviews, including filming, for stories from leadership/strategic perspective (aligned to 3 planks) 	<ul style="list-style-type: none"> Host, participate in Davos events related to journeys kickoff and final report. Possible liaison with key partners (customers, NGOs, etc.) to solicit nominees from their respective organizations Byline on selected commentaries, guest blog posts, op-eds culling content from learning journeys. Incorporate learning journeys information into speeches, talking points for panel presentations, etc. Update family shareholders on journeys program. 	<ul style="list-style-type: none"> Deliver welcome address and brief presentation re: helping people & org's thrive for 150 years at HQ Celebration Deliver welcome address and brief presentation re: helping people & org's <i>thrive</i> for 150 years at other significant locations' celebrations as appropriate (i.e. following Thought Leader forums, Brazil's 50th Anniversary, etc.)
Family	<ul style="list-style-type: none"> Provide interviews, including filming, for stories re: long-view investment perspective (why Cargill) 	<ul style="list-style-type: none"> Some "next generation" family members invited to participate in learning journeys. Family represented at Davos kickoff and capstone events. Potential family announcement of new philanthropic commitment to issue, cause, opportunity surfaced through learning journeys program. Receive memento/leave-behind (i.e. customized book re: Future of Food Security) 	<ul style="list-style-type: none"> Deliver brief presentation re: family values & operating a well-owned company to thrive

Roles (Cont'd.)

Who	150 th Storytelling	Thought Leader Events	Celebrations
Corp Center	<ul style="list-style-type: none"> • BU/Platform/Function Leaders provide interviews, including filming, for stories from their business/industry perspective (aligned w/3 planks) • Identify customers/key accounts who can provide stories of their success by partnering with Cargill • Encourage employees in their global org's to share their own stories, participate in 150th employee engagement activities 	<ul style="list-style-type: none"> • Local BU/Platform/Function leaders identify and invite participants and audience members (i.e. customers, local/regional gov't, industry experts, etc.) • Local BU/Platform/Function leaders participate in conference panel discussions and/or journey sessions • Local BU/Platform/Function leaders host follow-up reception, including employee recognition/celebration 	<ul style="list-style-type: none"> • Identify, invite, and introduce key customer who delivers brief presentation re: how Cargill helps customer thrive
Retirees	<ul style="list-style-type: none"> • Provide interviews, including filming, for stories re: historical success (aligned w/planks) 	<ul style="list-style-type: none"> • Inclusion of best retiree stories, content in conference materials 	<ul style="list-style-type: none"> • Align 2015 25-Year Club celebration with 150th stories/messaging
Employees	<ul style="list-style-type: none"> • Participate in acquisition and sharing of content for stories, employee engagement initiatives for 150th • Best stories result in interview, filming for inclusion in external delivery elements 	<ul style="list-style-type: none"> • Inclusion of best employee stories, content in conference materials 	<ul style="list-style-type: none"> • Experience stories from other global employees via interactive displays • Leverage 150th to amplify local Corp. Responsibility/Community initiatives

Internal Communications – First 8 weeks activation

Date	Item	Responsible
Dec. 17, 2014	Video summarizing anniversary strategy, goals, tactics, and timing sent to G250	KK
	Monthly Email to 150 th Coordinators/GCN	TC
January 2015	Cargill News special 150 th Anniversary edition	LW
Jan. 5, 2015	150 th Anniversary Toolkit intranet site updated	TC
Jan. 12, 2015	Email and anniversary 1-page summary to all employees from DMac	TC
	150 th Website goes live / Cargill Connects 150 th Welcome goes live	LH/SR
	In Your Own Words employee engagement launches	TC/TT
	Screensaver/Log-In 150 th logo goes live	TC
	Local digital signage/analog posters go live	150 th Coords/GCN
Jan. 14, 2015	Monthly Email to 150 th Coordinators/GCN	TC
Jan. 20, 2015 Jan. 27, 2015	Weekly 150 th Story profile on Cargill Connects	TC

For Coordinators Only



Below are additional materials to help you promote or communicate the 150th Anniversary activities throughout the organization. These materials are available for your use to help promote 150th anniversary activities, answer questions, or provide suggestions for activating these programs.

150 Stories - on www.cargill.com/150

Promotional summaries for use on local intranets & newsletters (published every Tuesday on Cargill Connects)

- ▶ FINAL INSTALLMENT: December
- ▶ November
- ▶ October
- ▶ September
- ▶ August
- ▶ July
- ▶ June
- ▶ May
- ▶ April
- ▶ March
- ▶ January, February

NEW! Artists to be included in traveling thrive Illustrated exhibit announced!

- ▶ [Intranet / Newsletter article \(doc file\)](#)

NEW! Taste of Cargill Top 150 recipes announced for inclusion in Taste of Cargill Cookbook

Here are some promotional materials you can use to publicize the top 150 recipes and employee-chefs in your regions:

- ▶ [Intranet / Newsletter article \(doc file\)](#)
- ▶ [150 Recipes and their employee-chef authors \(xls file\)](#)
- ▶ [Cookbook image \(jpg file\)](#)
- ▶ [View the 16 Finalists and four regional winners at \[www.cargill.com/150/taste/\]\(http://www.cargill.com/150/taste/\)](#)

Information on making the cookbook broadly available will be released in coming months.



Recruit and equip help

Anniversary Coordinators

and

Global Communications Network

150th Anniversary Coordinators

To help implement our 150th anniversary globally, we recruited **over 200 coordinators** from each business, function and country.



150th Anniversary Coordinators

150th Monthly Coordinators Update Example



150 150 years of helping the world thrive

150th Anniversary Update

March 2015

2 150th Anniversary Update – March 2015 150 years of helping the world thrive Cargill



150th Anniversary Program Update

- Share/View Global 150th Activities – Karen Kozak
 - Online Submission Form
 - Yammer Groups
- Employee Engagement Activities – Tim Connelly
 - In Your Own Words
 - Proud W. W. Cargill
 - Taste of Cargill
 - "Coordinators Only" Toolkit Section
- 150th Website Tutorial – Karen
 - Filtering
 - Copying translated content
- Reaching Offline Employees
 - Mobile App – Tim
 - Printed materials for stories – Karen
- Q&A – All

3 150th Anniversary Update – March 2015 150 years of helping the world thrive Cargill



150 150 years of helping the world thrive

150th COORDINATOR UPDATE: OCTOBER 2015

150th COORDINATOR UPDATE: OCTOBER 2015

1. **Share/View Global 150th Activities** – Karen Kozak

- Online Submission Form
- Yammer Groups

2. **Employee Engagement Activities** – Tim Connelly

- In Your Own Words
- Proud W. W. Cargill
- Taste of Cargill
- "Coordinators Only" Toolkit Section

3. **150th Website Tutorial** – Karen

- Filtering
- Copying translated content

4. **Reaching Offline Employees**

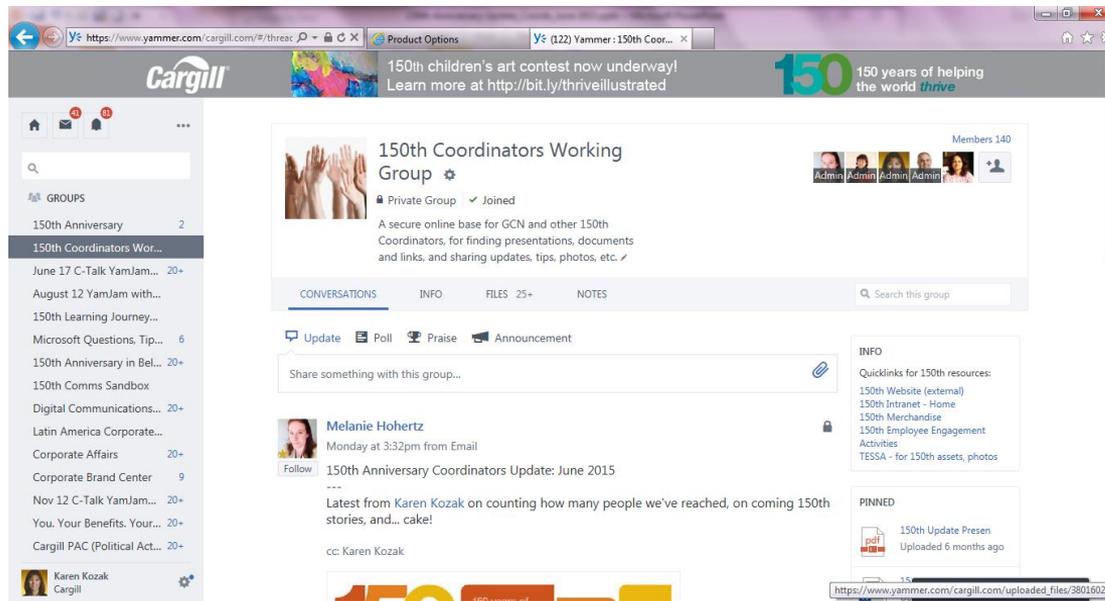
- Mobile App – Tim
- Printed materials for stories – Karen

5. **Q&A** – All

150 years of helping the world thrive Cargill

150th Yammer Group

150th Coordinators Working Group: private group available to 150th Coordinators and Global Communicators Network. Share ideas, ask questions and collaborate on plans with fellow Coordinators, and share details on your 150th anniversary programs.



Program Tactics

- ✓ Develop toolkit and materials
- ✓ Educate and equip brand ambassadors to help execute

150th Anniversary Guidelines

Comprehensive guidelines detailing the brand's visual, verbal and strategic anniversary benchmarks.

150th anniversary guidelines 1.0



thrive 

At the heart of our anniversary is a collection of stories commemorating 150 years of Cargill.

During the 2015 calendar year, these stories will be published globally in a variety of formats, from essays and articles to videos and animations. Open to all primary stakeholders (i.e. Cargill employees), the stories will be told in a way that will make them easily identifiable with employees, family, friends and other stakeholders.

thrive brand expression components

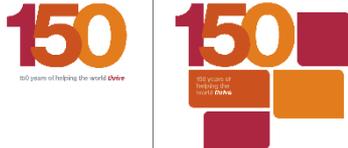
thrive color palette: color development (people, systems, strategy) thrive palette: thrive palette



thrive

Anniversary graphics

150 150 years of helping the world thrive



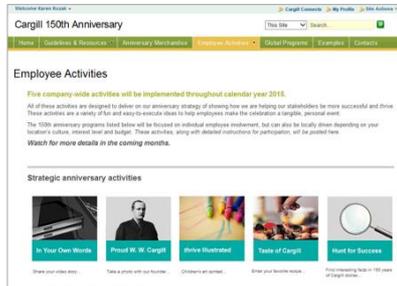
150th Anniversary Coordinator Kits

To generate excitement and take ownership of their individual celebrations, we equipped our 150th anniversary coordinators with physical and online toolkits detailing our anniversary strategy, guidelines and activity suggestions for their local offices, plants and production facilities.



Online Toolkit

To ensure ease of use and sharing of best practices, we established an online toolkit featuring guidelines, customizable materials for download and examples.



Anniversary Merchandise

To commemorate our 150th anniversary, we created a variety of custom hats, shirts and collectibles for employees and stakeholders.



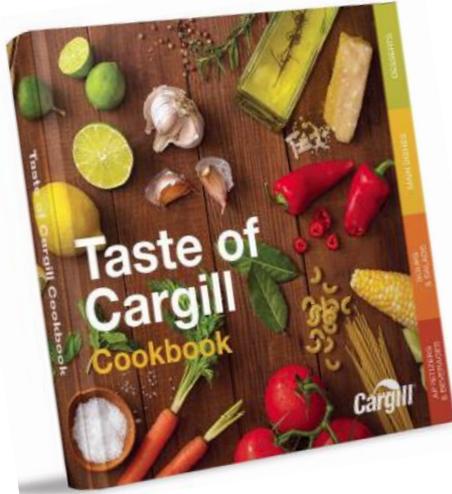
Anniversary Merchandise



Program Tactics

- ✓ Create compelling content
- ✓ Share across a variety of channels

Create and champion compelling content

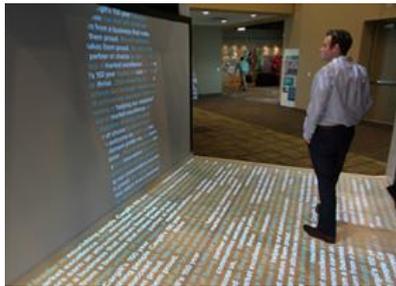


150 stories

Cargill develops innovative ways to create new markets or enter and improve existing ones – providing safe, affordable and nutritious food to people who need it.

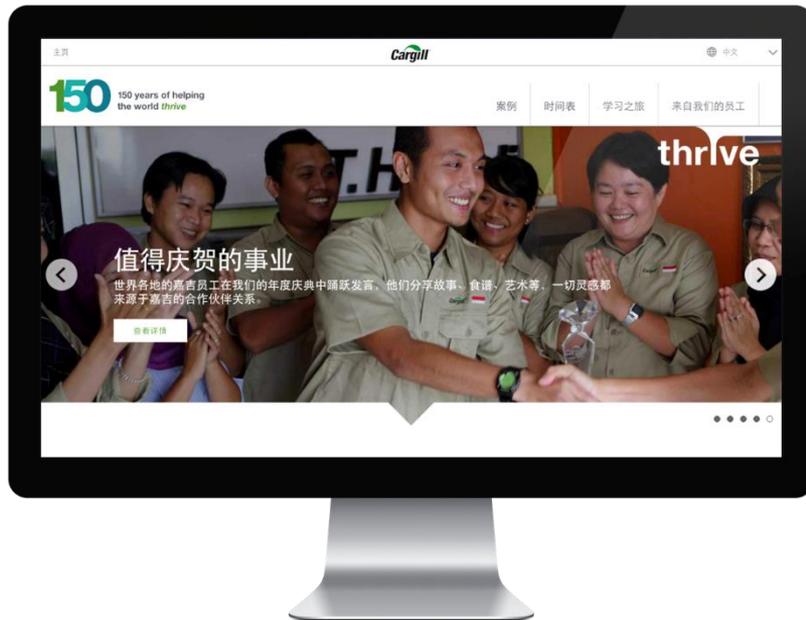
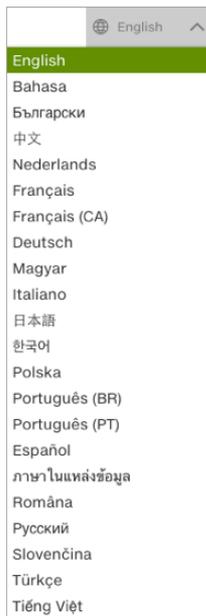
- 3 Strategic focus areas:
 - 1. Market Excellence
 - 2. Innovation
 - 3. Nourishing People

Telling these stories to our 150,000+ employees was critical to helping them understand and share the company history



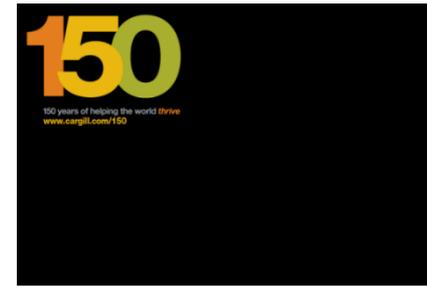
Through our stories, employees could reflect on their own contributions to Cargill's success

All 150 stories were translated into 22 languages.



Promoting Our Stories Digitally

Use existing channels and create new ones



Cargill 150th stories are now available in print! Order today at <http://bit.ly/1eC5Vq9> **150** 150 years of helping the world thrive

150th Anniversary Public Group Joined Members 393

Our space to share everything 150th Anniversary related, across Cargill and around the world!

CONVERSATIONS INFO FILES 25+ NOTES

Update Poll Praise Announcement

Share something with this group...

Yarenis Vargas
Wednesday at 8:23am
Dub Dub a lo tico!!! Employee Inquiry, CBS Costa Rica!!!

152,000 employees **67** countries **150** years of helping the world thrive

INFO

In 2015, Cargill marks 150 years of helping people and organizations thrive. This group links to our anniversary program, guidelines and tools to help you bring the 150th to life! Share questions, pictures, videos, and more as we honor our past and celebrate an exciting future.

You can post easily from a Yammer app on your Android, iPhone or Windows phone! Also, send files here from your Cargill email, addressed to 150thanniversary-cargill.com@yammer.com. Together, WE ARE CARGILL!

PINNED

Online Now

Cargill 150 Cargill Inc.

Details Reviews Related

Learning Journeys

See where it all started

Purchasing sustainable soy in Brazil

More than 80 people gathered in Brazil in 2013 as part of a Cargill-hosted "learning journey" to identify solutions for improving soy supply chain sustainability. Participants from the food industry, governments, nonprofit groups and academia toured soy farms, discussed progress and planned for future action.

Timeline

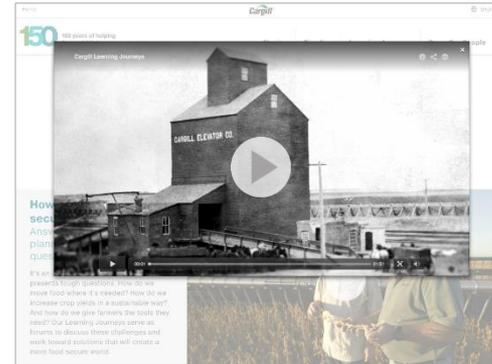
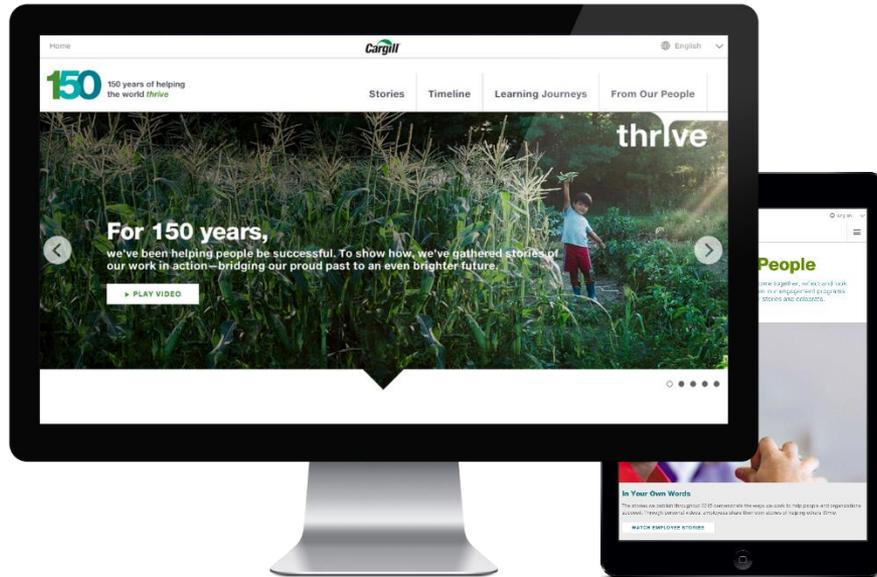
From a small grain trade to a global presence, the strides we've made involve many markets, countries, people and businesses. Even so, we believe our best chapter is yet to come.

1900s-1980s Global expansion

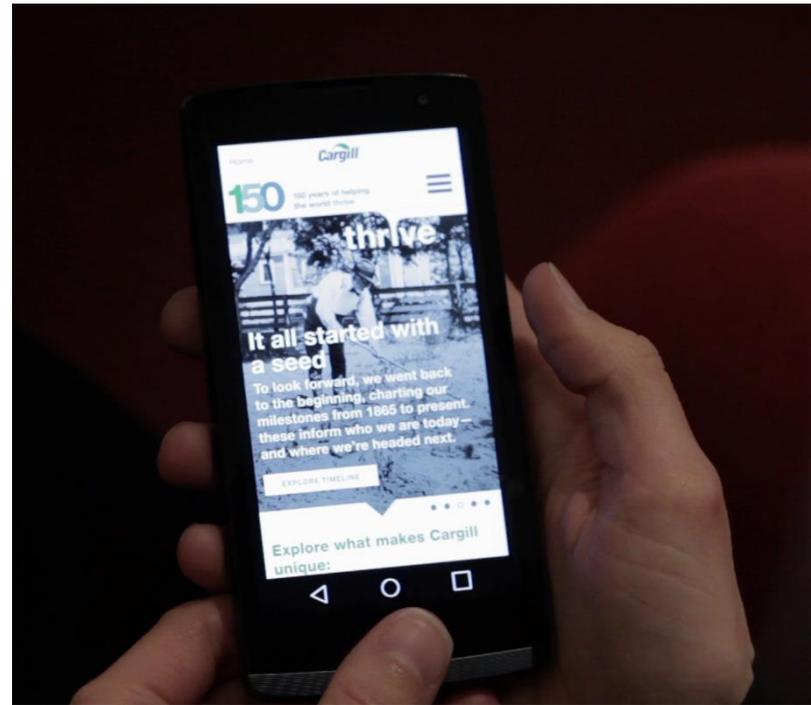
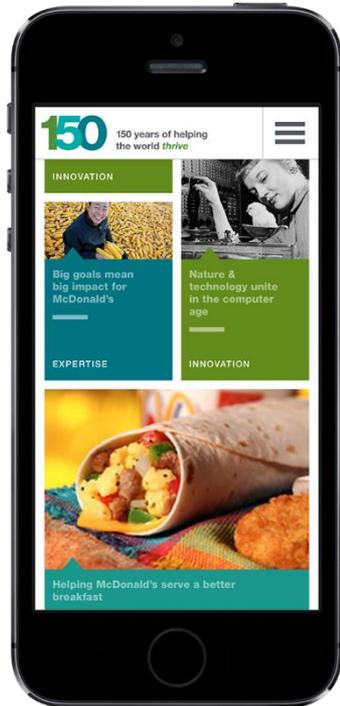
The American colonial era settled prairie Mississippi. Eager to enter the market, Cargill's early operations helped reshape their South.

Website

The official 150th anniversary website gave all of our stakeholders a dynamic window into our proud past and the 150 stories, and also highlighted the many anniversary celebrations and activities happening around the world.



Mobile App



Yammer Groups

Yammer created an internal channel to share thoughts, submit content and examples and post reactions to 150th events and activities

Cargill 150th stories are now available in print! Order today at <http://bit.ly/1eC5Vq9> **150** 150 years of helping the world thrive

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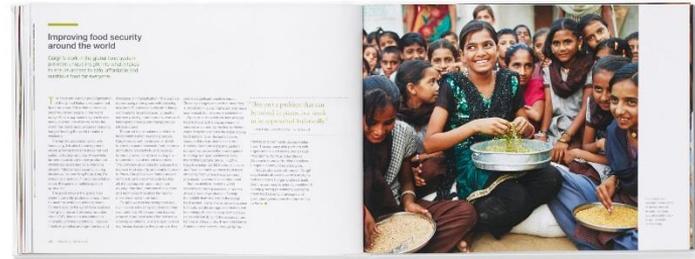
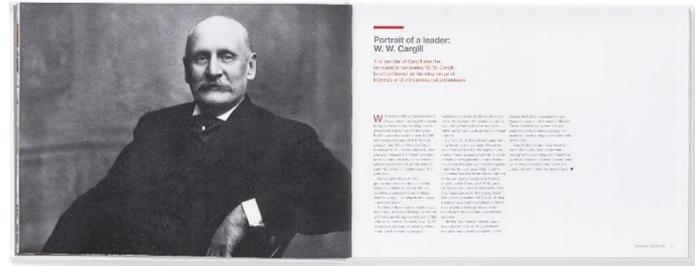
PINNED

Promoting Our Stories in Print

- ✓ **Share Cargill's story**
- ✓ Leverage both new & existing channels

150th Anniversary Book

We created the definitive Cargill 150th anniversary book, which charted the company's journey from our early beginnings to where we're going in the future.



Offline Materials

We developed a variety of broadsheets, brochures and table tents that were **translated into 22 languages** to share our 150th anniversary stories.



External Channels

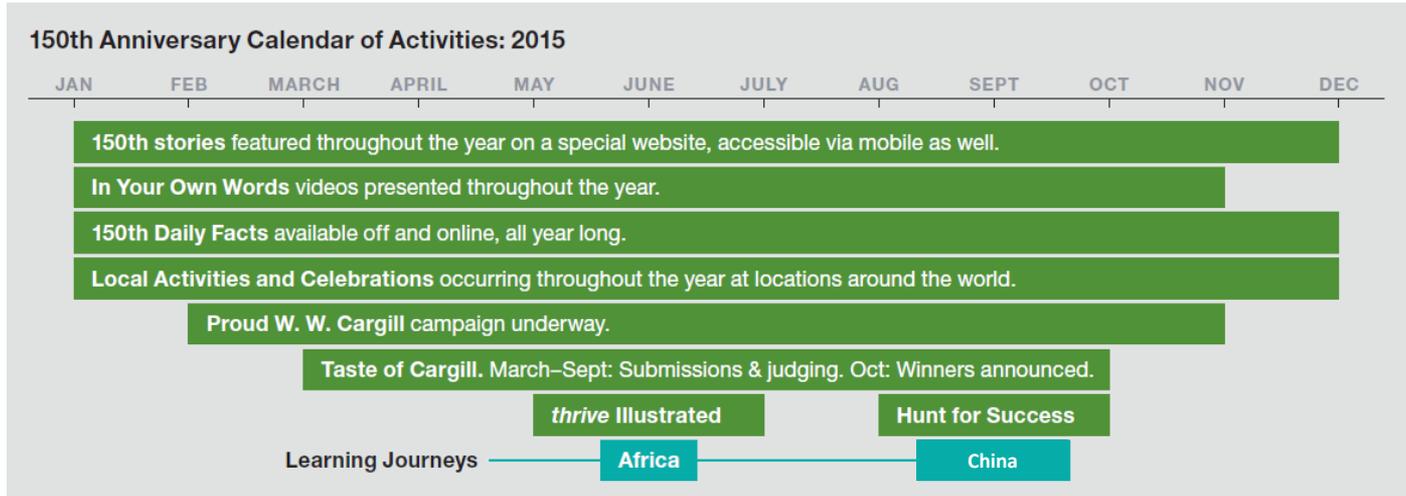
Throughout 2015, we collaborated with several media outlets through print, radio, digital and social campaigns, including *National Geographic*, *Washington Post*, *DeltaSky* magazine, global airports and local media. Our efforts reached key influencers and consumers interested in agriculture and food issues in **over 200 countries and territories.**



Program Tactics

- ✓ Develop a variety of activities
- ✓ Establish a year-long cadence
- ✓ Engage employees
- ✓ Ensure there is something for everyone

Timeline





150 years of helping the world *thrive*

Results

- ✓ Measure against 3 objectives
- ✓ Identify what worked best

150th Anniversary Objectives

Strengthening our brand



Engaging our employees



Celebrating our heritage



Quantified Global Impact

Cargill 150th Anniversary

This Site

Search...



Home | Guidelines & Resources | Anniversary Merchandise | Employee Activities | **Global Programs** | Examples | Contacts

Global Programs

Please click on the link below to submit your organization's 150th anniversary plans/activities, to share plans and best practices across the organization, and identify opportunities to coordinate with other businesses/functions/locations (e.g., invite same customers to one cross-BU anniversary event, align with other businesses/functions' employee activities in same location, etc.).



Global Events & Activities

150th Anniversary Activities Submission Form: Lori Miller

Close

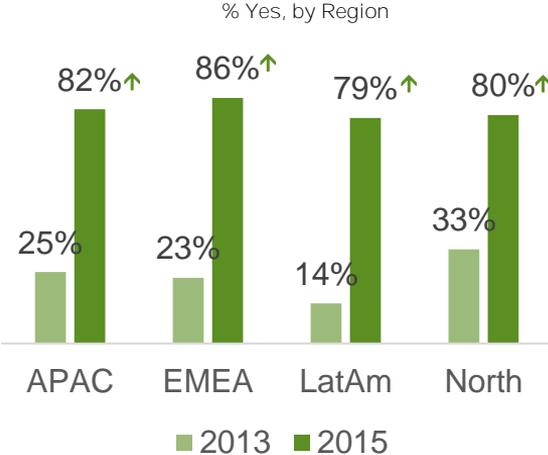
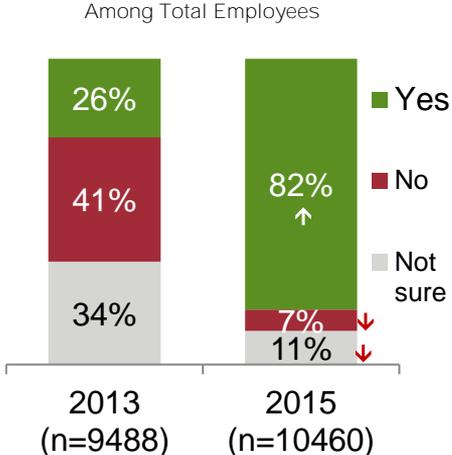
New Item	Edit Item	Delete Item	Alert Me
Event/Activity Name	Wichita 150th Anniversary Kick Off		
Contact Name	Lori Miller		
Geographic Region (select all regions where event will occur)	NORTHAM		
City & State/Province where event/activity will occur (if multiple locations, please list all locations)	Wichita, Kansas		
BU/Function	Cargill Pork		
Telephone Number	316-291-2166		
Email Address	lori_miller@cargill.com		
Date of Event/Activity (if multiple events/activities planned, please indicate all dates and duration of each)	January 30, 2015		
Describe planned event/activity (include as much detail on what the event/activity is, how it will be implemented, the goals/intent of the program, how it will be communicated and promoted, etc.). Or attach document with details.	Employee kick-off of 150th Anniversary activities, including: <ul style="list-style-type: none">▶ 20-foot photo booth with props to represent the various Cargill Meat Solutions BUs.▶ Team challenge to show off their favorite team by wearing team gear – whether that team was pro, college, high school, Little League, bowling or whatever. Prize for the team with the most spirit.▶ Show the Robbie Adamson In Your Own Words video.▶ CMS historical timeline and photos.▶ Continuous-loop slide show with various CMS photos going back to the 1960s.▶ Everyone in attendance receives a mug.		
Target Audience (select all that apply)	Employees		
Is the event/activity a joint effort with other BU/functions, customers or others? If yes, please provide organization name(s).	All Cargill Meats Solutions businesses included.		
Do you require Cargill Leadership Team, senior management, or Cargill Family Board member attendance?	Yes		

In total, our efforts reached across industries, disciplines and geographies, impacting:



Strengthened our Brand

Have you seen or heard Cargill specifically reference the word "thrive" in any internal or external corporate communication in the last 12 months?



↑ Denotes a significant increase since 2013
↓ Denotes a significant decrease since 2013

Engaged our Employees

With the help of our 150th anniversary coordinators, we exceeded our goal of reaching at least 75% of our workforce with at least one anniversary activity.



Celebrated our heritage

An October survey sampling Twin Cities-area employees' experiences with the 150th anniversary program found:

- 90% agreed the 150th anniversary was informative
- 84% agreed the 150th anniversary helped them better understand Cargill's past
- 65% agreed the 150th anniversary gave them confidence about Cargill's future

Award-Winning Program



1st Place Winner

2015 Ragan Employee Communications Award
Best Marketing Video
for Cargill 150th Anniversary "In Your Own Words"
Employee Videos



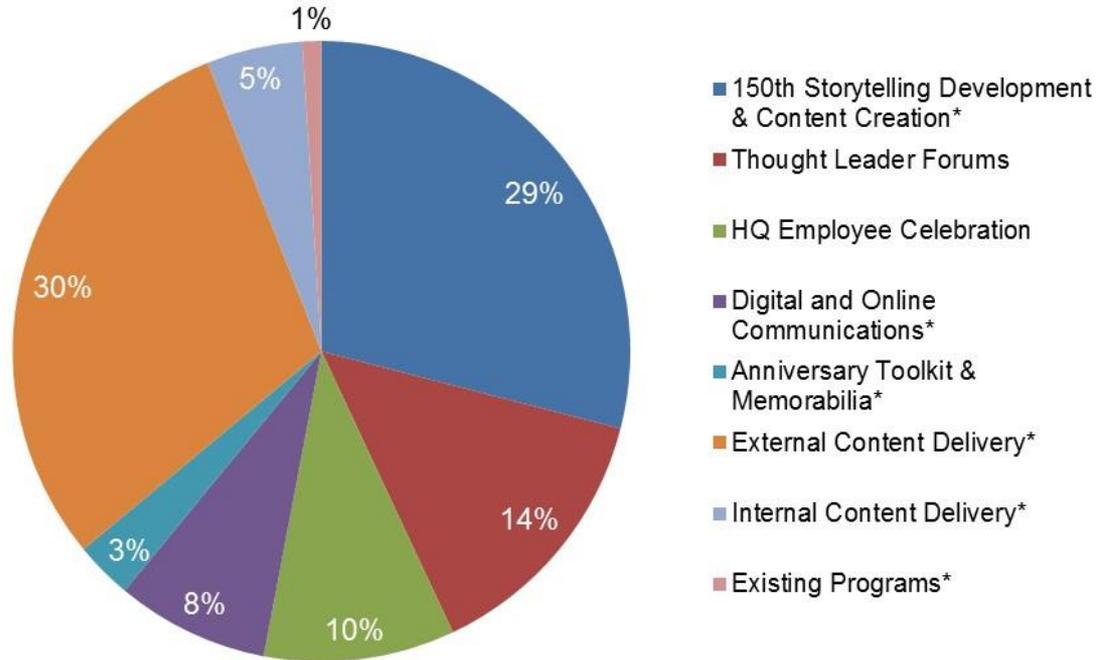
International Business Awards – Stevie Awards

Gold Stevie Winner Communications or PR
Campaign of the Year - Events & Observances for
Cargill 150th Anniversary Program

Silver Stevie Winner Communications or PR
Campaign/Program of the Year - Internal
Communications for Cargill 150th Anniversary Program

Budget

Actual spend 18% below budget



**Content available to BU's/Functions/Countries for local activation with customers and other key stakeholders*

Lessons Learned

Obtained Senior Management Buy-In

- Started early – 2010
- Garnered support for strategy and approach
 - Chairman
 - CEO
 - Family owners/Board members

Extension of Corporate Strategy

- Fit with:
 - Company purpose of nourishing people
 - Brand promise of success
 - Brand expression of *thrive*

Ensured global consistency, local relevancy

- “Global-first” strategy
- Speak with one voice and consistent message throughout all of Cargill



Use Brand Ambassadors

- Equip them with tools, materials that were easy to customize
- Use existing resources and fit work into their day job (i.e. communications)

Establish Dedicated Ownership

- Can't be “church work” that you get to when you have spare time
- Establish owner with accountability, responsibility, and authority

Questions



Karen Kozak

former Vice President, Global Brand, Cargill



karenmkozak@gmail.com



@KarenKozak



www.linkedin.com/in/karenkozak

Thank you!



150 years of helping the world *thrive*

www.cargill.com