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ENTERPRISE FARM MANAGEMENT

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on managing the *business* of agriculture
at an enterprise level.

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At a Glance

As Ag operations continue to scale and market volatility increases, control over bottom-line issues is a matter of survival for operators. But unreliable processes and poor communication undermine their ability to make good business decisions. To address this challenge, forward-thinking growers are embracing a new generation of technology tools designed to enhance business performance and create a sustainable competitive advantage not as a point solution but across the entire enterprise.

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When growing yield is not enough.

Good business practices are now key determinants of a grower's success. Just improving agronomically is no longer enough to drive the business forward. More than ever, growers need to be intentional about planning for profit. They need plans informed by good information. They need to enforce those plans reliably with their workers and communicate them easily to financial stakeholders. Finally, they need to see and control the thousands of small details that impact their bottom line. The need is growing for technology that can help operators manage their business as a whole, not just portions of it.

Not knowing where the money goes.

As commodity prices fluctuate, labor costs rise, and resources like water become scarcer and more costly, inefficiencies in the farmer's operation are magnified. Making money under these circumstances isn't easy, and inadequate accounting practices make the problem worse. Farmers frequently use guesswork to plan their year, set their operating budgets, and set up 3rd party services. And once work is complete, they can't easily reconcile invoices. These blind spots can result in thousands of dollars lost in a single season.

Demands for greater accountability.

Today, Ag funds, asset management groups and other financial and corporate entities are entering the Farm management space. Whether as investors or stakeholders, they are demanding visibility into all aspects of the business. In a volatile price environment, those with financial interest in the farm want to see operating plans and monitor progress against those plans. But growers struggle to deliver. Banks are less willing to extend credit to operators who cannot clearly illustrate how they will make money. Tightening of credit can severely restrict operators' options and, in some cases, even shut them down. All these factors put pressure on farmers to embrace the types of systems used in the manufacturing industry to efficiently manage and report performance.

The challenge of communication.

Sound management means keeping everyone informed, from workers in the field to managers in the office. But growers lack easy transparency between decision makers, supervisors, and workers. What's in the manager's head isn't easy to share within the organization. Unable to delegate to workers on the ground, growers are forced to make all the minute-by-minute decisions on their own. The result is slowdowns and inefficiencies even under the best of circumstances.

Missing the big picture.

The fragmented systems and manual methods farmers use to manage their operation day to day have evolved little in 50 years. These approaches are inefficient and prone to error, unable to capture information accurately or provide a high-level view of the business. Until now, there's been no way to easily collect information from workers, machines, processors, and other data sources into a unified system.

That lack of integration holds back growth. Growers can't easily evaluate performance or make sense of problems in time to avert losses. When new opportunities arise, farmers don't have the means to quickly analyze their options, make sound decisions, and transfer knowledge.

EFM connects everything that happens on the farm to drive informed planning, transparent communication, and efficient decision-making.

The rise of a new paradigm.

These conditions are giving rise to a new paradigm in farm management. Growth-minded operators are adopting a new generation of business tools designed especially for Ag that unify the many variables in a complex operation.

More than farm management software (FMS) point solutions, “Enterprise Farm Management” or EFM, are integrated technology platforms connecting everything that happens on the farm to drive informed planning, transparent communication, and efficient decision-making at an enterprise level. EFM platforms adapt business processes proven in other industries to the farm setting, supported by hands-on training, software, and service to make it effective.

Improving business processes operation-wide.

Enterprise Farm Management complements operators Ag expertise with business processes and systems that strengthen their efforts day to day and season to season. Instead of using farm management systems that are disconnected, point solutions to manage each discipline (planning, financial management, internal and external resources, production, harvest), EFM treats them as facets of a connected whole. Operational and financial pieces are tracked systematically and the data is stored safely and accessibly. Instead of relying on guesswork and spreadsheets, EFM gives growers answers in real time, from the number of loads harvested from a given block, to detailed production costs for all resources (labor, equipment, inputs, 3rd party resources).

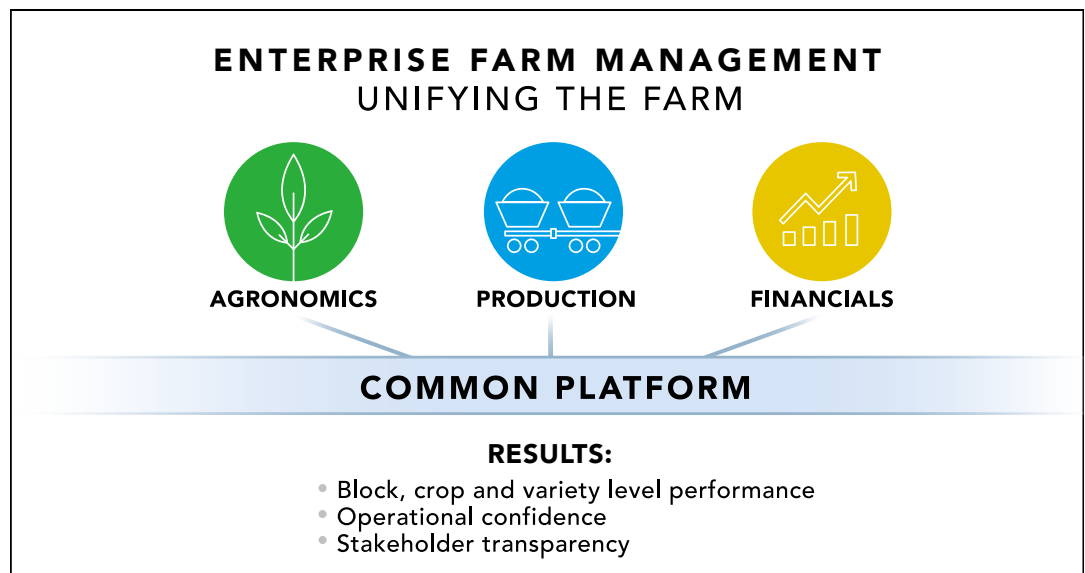


Figure 1: Enterprise Farm Management unifies the farm by taking data from agronomics, production and financials and storing them into a single common platform safely and accessibly.

Streamlined communication and information.

Because all data is contained in a single common platform, communication is greatly simplified across the enterprise. In the people-intensive business of permanent crops, EFM helps farmers plan work easily and get the right number of workers in place to execute. Managers are connected to knowledge on the ground and are able to easily push plans out to workers and 3rd party providers. Those workers are empowered to detect problems, propose workarounds, and share information with those who need it.

This visibility extends throughout the investment chain. With EFM, growers can give financial stakeholders an investor's-eye view of their plans and business productivity. The practice strengthens relationships with financial entities, who are better able to make informed decisions about where and how to invest.

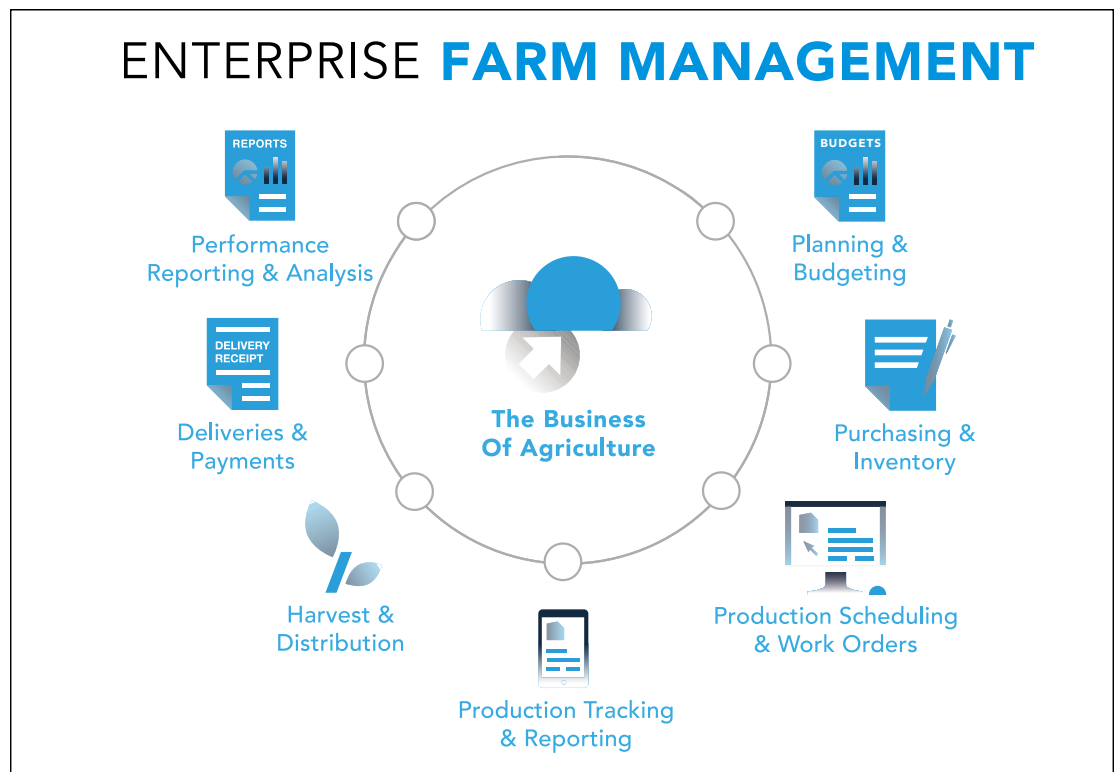


Figure 2: Enterprise Farm Management complements operators Ag expertise with business processes and systems that strengthen their efforts day to day and season to season

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Making progress season after season.

With better information at their fingertips, growers are prepared to squeeze out inefficiencies and make every block more profitable. Real-time tracking helps them respond quickly when issues are detected and avoid costly errors. The process of planning is simplified as well. Farmers can run “what if” analyses to evaluate their options, then choose the most profitable course of action.

With consistent production processes used across the enterprise, farmers spend less time on small decisions and can focus on more operation-critical activities, such as long-term profitability and growth planning. By collecting operational information year after year, EFM shows growers how to improve and where to focus investments. As new opportunities arise, growers can quickly measure future earnings potential and make informed choices. When it’s time to scale, they can onboard new properties and personnel much more efficiently. Or as the business looks to switch hands from one generation to the next, the knowledge transfer is made easier with information from years past in one system versus piecing together record logs, spreadsheets and the minds of management. All these factors contribute to a sustainable competitive advantage.

Putting the systems in place.

Enterprise Farm Management is a total investment, touching all aspects of the grower’s business and tailored to its unique team, equipment and geography. Managing that change requires deep business expertise and hands-on operational understanding.

Successful EFM implementations begin with a joint planning process that brings together farm leadership, managers, and relevant stakeholders. Gap analysis is conducted to understand a grower’s specific needs and challenges and create a roadmap to achieve the grower’s specific goals. Usually, a trusted third party is involved to manage the roll out on site, including software implementation in the field and back office and hands-on training for all users.

An approach now at work on four continents.

Enterprise Farm Management is now being used to manage billions of dollars in land, equipment and assets across a wide array of operation sizes and types—from permanent crop growers to row crops. Companies like Minneapolis-based Conservis are leading the way in this emerging discipline, helping growers across four continents unify their operations and enhance business performance season after season.

About Conservis

Based in Minneapolis, Conservis is the leading provider of Enterprise Farm Management Solutions. Dedicated to advancing the business of agriculture, the Company's cloud-based software provides growers, managers and Ag investors comprehensive solutions to create operational plans, manage production activities and make better decisions. Reports are easily shared with partners, landowners, funders, insurance companies and regulatory agencies. Conservis Corp. was founded in 2009 and serves growers across four continents. To learn more, please visit

www.conserviscorp.com



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