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A screenshot of a software interface for case solutions. On the left is a vertical navigation menu with the VITERRA logo at the top and several menu items: Analysis, Bibliography, Primary Processes, INTRODUCTION, and TIMELINE. The main area contains a central SWOT analysis diagram, which is a sphere divided into four colored segments: red (top), green (middle), blue (bottom), and grey (bottom). The word 'SWOT' is written across the middle. Four callout boxes are connected to the segments: 'Threats' (red), 'Opportunities' (green), 'Weakness' (blue), and 'Strengths' (grey). To the right of the SWOT diagram is a 'COMPETITION' section featuring a bar chart and a world map.



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# Background

- Viterra is a Canadian company founded in 2007 with its headquarters in Regina, Saskatchewan and executive offices in Calgary, Alberta.
- 6000 Employees
- It was Canada's largest dealer in grain with purchases amounting to half of the country's grain production.
- It grew into a global agribusiness with operations expanding from Canada to US, Australia, New Zealand and China. Grains were sold both in the local global market.
- Operated three distinct but inter-related businesses: Grain Handling & Marketing, Agri-Products and Processing, allowing it to generate earnings from various stages on the food production chain.



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# ... background

- Viterra had assets in Australia, making it one of the country's major handlers and exporters of grain.
- Its leading role in both Canada and Australia combined, accounted for an estimated 40% of the world's total export supply of wheat, barley and oats.
- Combined, the two countries surpass the U.S. as the largest exporters of the commodities
- Engaged in R&D that included developing its own seed varieties
- Operated 270 retail stores in Canada and Australia carrying out the sales of crop protection and input products and also farm equipment.
- In 2012 revenue generation was recorded at \$2.4 billion and \$244 million in EBITDA



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# Leadership

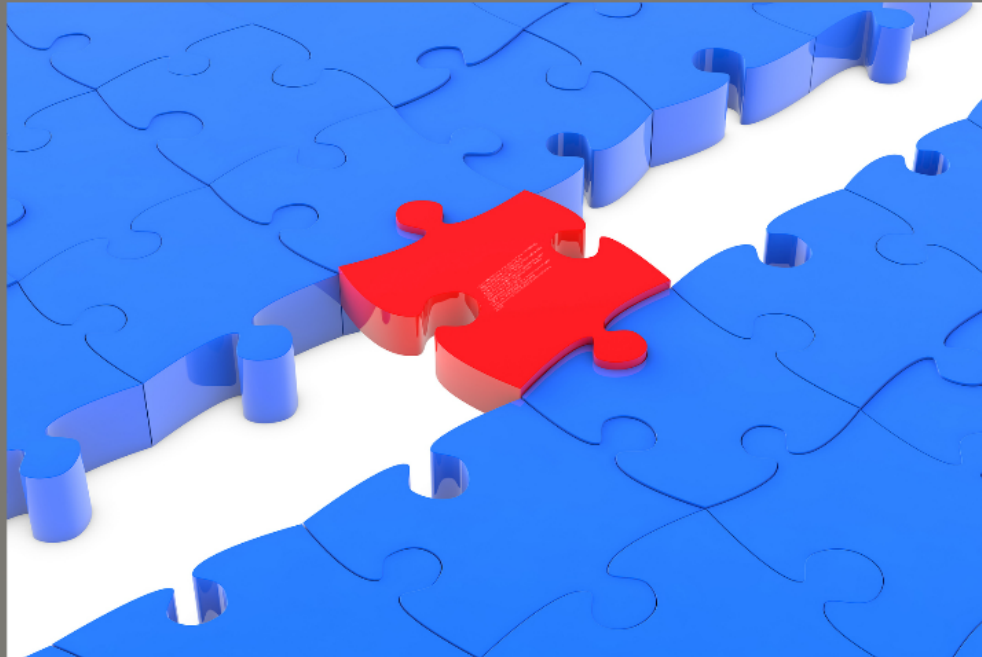


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- Viterra had a strong CEO called Mayo M. Schmidt, with an aggressive strategic vision, who brought along a skilled leadership team to implement this strategic vision.
- Schmidt has served as president and CEO of Viterra and of its predecessor organization Saskatchewan Wheat Pool (SWP). Served also as a board member since 2005, after corporate reorganization to a single share class.
- As CEO he transformed Viterra from a farmer cooperative on the verge of bankruptcy with a market capitalization of \$50 million and a debt of \$1billion, into a public company with global operations and a market capitalization of almost \$6 billion.

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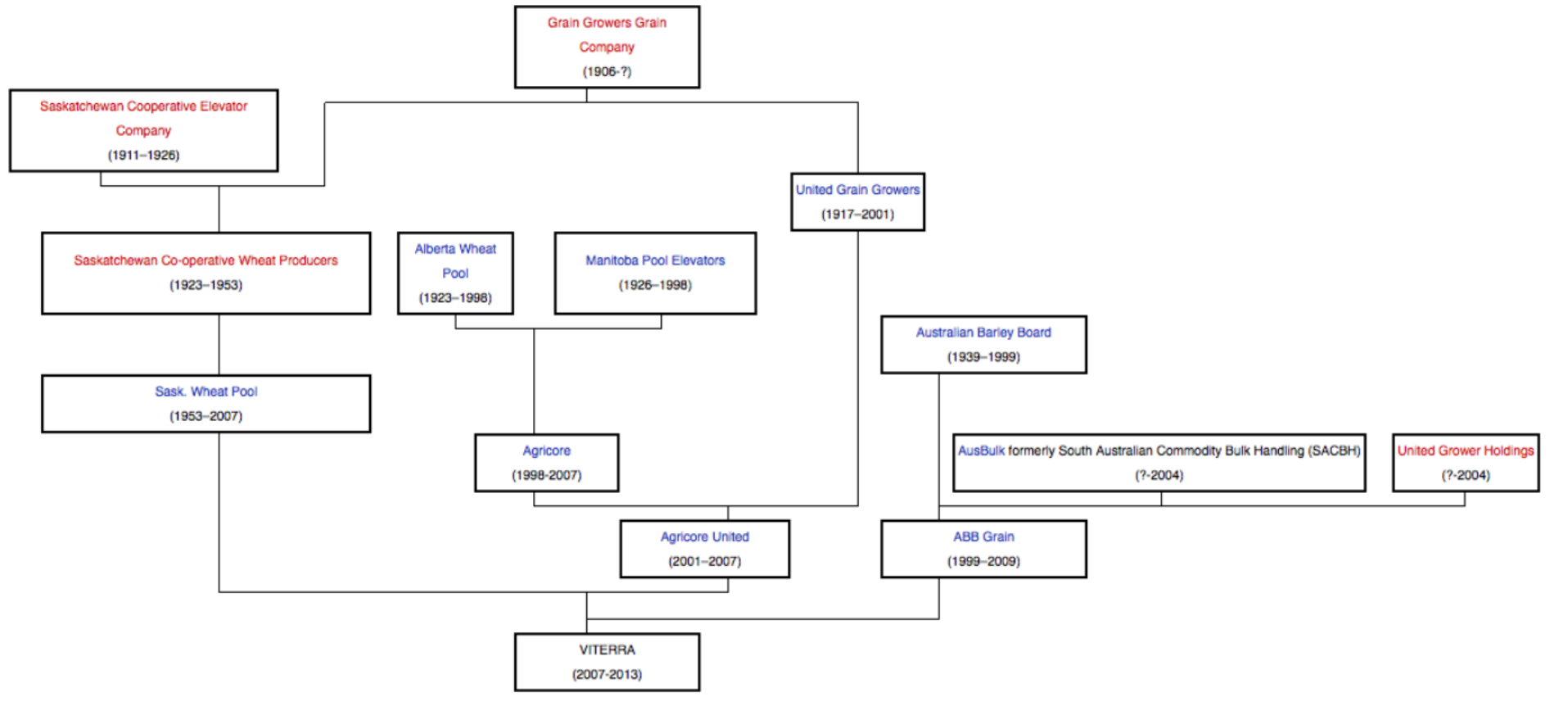
# The transition



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# TIMELINE





# Management

- Strong force (CEO Mayo Schmidt)
- Leading global company
- Strategy: integrated business segments, geographical and demographical diversification

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