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אל: Nimrod
נושא: The Typical Activities of Biofeed's CEO

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Hi,

What is the content of a 'CEO responsibilities'?

If you open a textbook or Google that question you will find a long list of activities linked to responsibilities, that probably contains some of the following key-words;

Vision, Organization, People Managing, Evaluating, Plan and Decision Implementation or Execution, Growth, Factors definition, Shareholders and Financial, Direct and Personal Responsibility.

When I think of a CEO it usually brings into my mind a vision of someone sitting in an office, in a big chair, behind a big desk with a lot of responsibility and making hard decisions.



But I never thought of myself in such a way.

You will not find me sitting behind a big desk. My table is next to the R&D manager (Ms. Tamar) and the Head of Business (Mr. Dotan), and this is why we are a great result-oriented team.

However, what makes the difference between myself as CEO and other person is **my personal attitude and set of activities** that are not under the classic list of the 'CEO responsibilities'. I call it - *The Secret Spice*.

What is my Secret Spice?

Looking into the past, and then straight into the future I try to recognize the greatest challenges ahead of us. Then it is my responsibility to place myself and my team in a position to be able to cope with those coming challenges.

As a company which is focused on fruit fly management I continuously ask myself:

What are the greatest challenges standing between us and our vision of a world free of fruit fly problems, in which "fruit flies are just another pest (to control)"?

Knowing the current situation in the field of fruit fly control, including the most advanced breakthrough made by Biofeed, my list of the challenges today is different from what it used to be 20, 15, 10 or even 3 years ago.

In my opinion these are the two greatest challenges of the industry:

1. Lack of Trust and Respect - throughout the value chain.

Growers have already tried every possible fruit fly control solution. They **know** that nothing is effective and nothing brings sufficient results.

They are disappointed, they are frustrated, but most of all they are afraid of what will tomorrow bring.

How high infestation will be next year? How many 'interceptions' will be, how early in the season, and how will the EU authorities will react? Export or local market, will we still have a viable business next year?

The current situation is purely the farmers' nightmare. Green or not, they will settle for any fruit fly control that is better than what they have now.

As a result, they have lost faith in the government, the experts and distributors, which advises them how and what to use.

'**Authorities**' such as experts, field personnel, NGO's, local/international officials - have already tried every existing product, including the same things that didn't work in the past 15 years, meaning every possible trap, sterile flies and different chemical spraying.

They became accustomed to the idea that there is no effective fruit fly solution, and there will never be one.

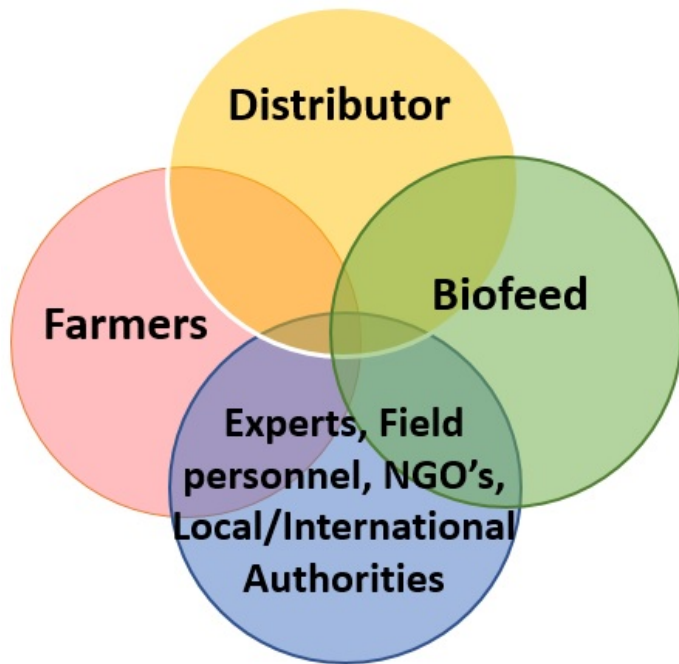
As a result, they decided to deal less with fruit fly control and more with fruit fly monitoring.

Agrochemical companies and distributors have tried everything, and everything has failed. They gave up long ago and perceive fruit flies as a problem that can not be resolved.

As a result, they mostly treat fruit flies as an 'uninteresting niche market'. They will not invest in developing solutions, but they are ready to market "Traps", but not much more.

My Challenge:

How do I restore confidence to a system that for years has lost trust in achieving the desired results, and lost trust in one another?



Circles of Mutual Trust and Respect.

2. Technology.

Continuously develop and bring environment and human friendly Green pest control solutions that will stand up for the increasing challenges; highly effective, easy to use and affordable.

My Challenge:

How do we keep pace with development that will enable the provision of quality pest management solutions to all growers around the world?

Throughout the years the priority of "The Greatest Challenges" has changed. I used that compass to direct me where to focus my time and energies.

After many years of focus on developing the right technology, then the production, then the "development algorithm", we finally got good, reliable, and... unbelievable result-oriented technology.

Now it is time to focus on restoring trust and respect.

How do you restore Trust and Respect?

Not by talking, not by words, not by promises, but by deeds!

You need to act, you need to set a self-example and mainly you need to show results in the field.



I believe, and so I see. However, for most people **seeing is believing**. So we need to show them as much as possible!

The way I practically do it?

By **field projects**, which we call the *Initiation Phase*.

The purpose of this phase is for the local partner to get to know Biofeed, its team technology and have a first-hand experience of the results.

At the same time, we get to know better the local pest/crop situation, desires and targets of the growers, our local partner, and to transfer know-how.

This is done every time we start working with a 'new' prospect (distributor / company / territory / region / state).

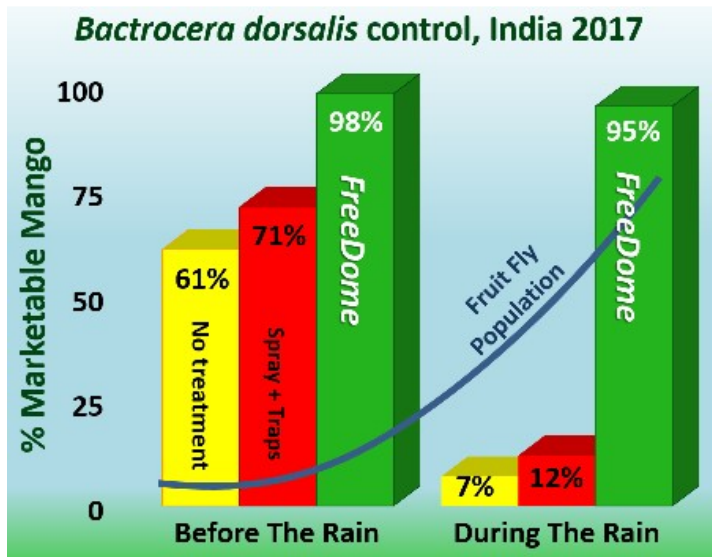
Here the principle is very easy; the more sites and the bigger the project is the better it is.

Results of the *Initiation Phase* should be beyond any question, including under vary scenarios.

I do it by interacting with many farmers, many sites, varied weather conditions, growers for varied target markets (local, export, pulp), different plot size, varieties, pest population levels, etc.

Note that I see as very important a close interaction with local and international experts, field personnel, officials, decision-makers, scientists, etc. So when I arrive in your country feel welcome to set a meeting.

I know we succeeded when the results are overachieving the expectations as defined by the user and are in line with the results from other field tests.



Activities during the Field Project.

The field project is practically the center and the heart of our activity of gaining trust and respect. There is no place for errors and no place for excuses or explanations.

The field project has to be perfect. Meaning, overachieving expectations.

The best way I know of doing it is by dedicating the best expert of the company together with full management attention and place them in the field. If only possible they should visit the field every week.

In Biofeed it means that I personally arrive and lead every new project. I do the project planning before, follow-up during, and data analysis for the project summary.

It means that during the first year of the project you will see me personally in each site of each project.

You will see me in the field, with the farmers, with the local team, with the experts, with the officials, with the organizers and whoever it takes making sure things will be done the best way.

This is my way of presenting and taking personal responsibility by making sure the results will be as good as possible, even when (not IF) there are 'unexpected surprises' (and trust me 'surprises' always appears).

Part of the *Initiation Phase* Project is to provide the experts of the Plant Protection Services, distributors, etc. with all the information that they need and want.

How do I do it?

By face to face meetings plus education; field seminars and indoor seminars in which we talk about everything, including the theoretical and practical aspects of *FreeDome*, GCFR technology, fruit fly control, etc.

I found that 'working together' also helps the experts regaining the trust they need from the local farmers (and one can always learn something new from those growers).

Last but not least, after the project successfully ends I have meetings with government officials, pest management experts, heads of private and growers' organizations, and decision makers.

At times even with Ministers, CM's, PM's, Presidents, etc.). I found that such PR helps and work well for all parties.



No successful fruit fly project can be run without Trust.

Trust and Respect are going two ways.

The process of gaining trust and respect is critical for the success of every project.

So keep in mind that everybody expects the same from everybody else, and that includes farmers, experts, scientists, officials, NGO's, business partners, stakeholders, and others taking part.

Together let's make fruit flies; *just another pest!*

When You Join Me and Start Working With *FreeDome*, You Leave Your Worries Behind and You ==> Make a Change!

Regards,



Better produce... Better future... Biofeed...

P.S. These days we are getting 'last minute' emails and calls from those who understand that if they do not act now they will surely lose another year.

Unfortunately, for most, it is too late, although we do our best to be as responsive as possible.

P.P.S. However, it is time to make contact if you are thinking of crops that fruit later than June. Now is the time for you!

*"Green, effective, healthy and suited for **all farmers**, this is my pest management"*

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