Palm Oil at the Crossroads: the Role of *Plantation Intelligence* to Support Change, Profit and Sustainability*

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This paper describes a process of Plantation Intelligence – the generation and use of analysis of commercial data held by oil palm companies. Plantation Intelligence consists of a series of insights, developed with partners, which describe the status and trends of key performance indicators. Analysis also describes the productivity of key inputs such as fertiliser and labour. Such insights can be used to guide decisions and to avoid some of the common biases that managers make, especially when under pressure. It is anticipated that Plantation Intelligence will provide greatest value to companies who recognize the need for change and who are able to embed the process in 'normal' management.

Keywords: Plantation intelligence, big data, statistical process control, fertiliser return on investment.