



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT NOTIFICATION

13 May 2016

1. **Project Code** 16-AG-32-GE-RES-B
2. **Title** Research on Successful Agribusiness Models: Case Studies of Value Chain Analysis for Agroprocessing Enterprises
3. **Timing and Duration** May 2016–April 2017
4. **Implementing Organization** APO Secretariat

### 5. Objectives

- a. To study selected SMEs in agribusiness, identifying operational and management issues and appropriate actions to address them; and
- b. To develop the research results into case studies to be used in APO and partner institution training courses on agribusiness management and related courses for CEOs and managers of agribusiness SMEs.

### 6. Background

Agribusiness executives and managers operate in a rapidly changing, volatile, technology-driven, consumer-focused environment. Globalization, climate change, advances in technology, and shifting consumer preferences are causing all these changes. To stay competitive, agribusinesses must explore new business models and organizational structures that could increase their efficiency and overall productivity. They need executives and managers who have an international perspective and are equipped with the knowledge and skills to respond to actual issues arising from the rapid changes in the business environment. Those executives and managers should be trained following more practical learning modules such as the case study approach, which is common in most business schools. This research will produce case studies highlighting the best practices and new emerging tools and techniques applied by managers of agribusiness companies to address operational and managerial concerns. The participating companies will directly benefit from the analytical work and recommendations of the study team. The case studies will be used by the APO and partner institutions in agribusiness management and related self-learning e-courses as well as face-to-face courses. The case studies will also form part of the compendium of agribusiness case studies to be published jointly by the APO and Cornell University in 2017.

### 7. Scope and Methodology

This research project is being undertaken with the cooperation of the Cornell International Institute for Food, Agriculture and Development pursuant to the Memorandum of Understanding between Cornell University and the APO. Cornell University conducts the research in line with its Multidisciplinary Applied Research Team Program. Under this program, multidisciplinary teams of students and faculty from diverse disciplines undertake studies of firms or community groups located in developing countries. The APO cooperates

with this team through an assigned program officer and, in certain cases, designated experts in selected member countries where companies that are the subjects of the case studies are located.

## **8. Chief Expert**

The APO will appoint a chief expert from Cornell University to be responsible for preparing the overall research design and timetable. He/she will also identify the companies and countries to be covered by the case studies in consultation with the APO Secretariat. The chief expert will assume coordination and advisory roles to conduct the studies and ensure the timely completion and submission of the research report to the APO Secretariat.

## **9. Financial Arrangements**

### **To be borne by the APO**

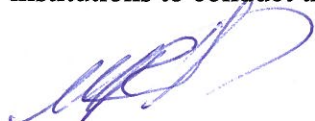
- a. All assignment costs of a chief expert and related costs for conducting the case studies.

### **To be borne by participating countries**

- a. None.

## **10. Actions by Member Countries**

- a. NPOs in member countries where the case studies will be undertaken may be requested to cooperate with the research team from Cornell University when they visit companies and institutions to conduct the research.



Mari Amano  
Secretary-General