



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

21 April 2014

1. **Project Code** 14-AG-09-GE-WSP-B
 2. **Title** Workshop on Advanced Agribusiness Management
 3. **Timing and Duration** 21–25 July 2014 (five days)
 4. **Venue** Bangkok, Thailand
 5. **Implementing Organization** Thailand Productivity Institute (FTPI)
12-15th Floor Yakult Building, 1025 Pahonyothin Road
Samsennai, Phayathai, Bangkok 10400, Thailand
Phone: 662-619-5500, ext. 121
Fax: 66-2-619-8099
e-Mail: liaison@ftpi.or.th
 6. **Cosponsor** Cornell International Institute for Food, Agriculture and Development, Cornell University, Ithaca, New York, USA
 7. **Number of Overseas Participants** Up to 18 qualified participants from Bangladesh, Cambodia, Republic of China, India, Indonesia, IR Iran, Japan, Republic of Korea, Lao PDR, Malaysia, Nepal, Pakistan, Philippines, Sri Lanka, Thailand, and Vietnam. However, other member countries with special interest in this project may nominate candidates upon consultation with the Secretariat.
 8. **Number of Local Participants** Up to six qualified participants
 9. **Closing Date for Nominations** 20 June 2014
- 10. Objectives**
- a. To enhance the global perspective and improve the skills of participants in developing management and marketing strategies to improve the productivity and competitiveness of their agribusinesses;
 - b. To provide opportunities for networking and sharing of best practices among participants; and
 - c. To identify emerging issues and capacity development needs of agribusiness executives and managers in APO member countries.

11. Background

Opportunities in agribusiness in Asia have expanded tremendously due to the performance of the emerging economies in the region and globalization. At the same time, factors such as

shifting consumer trends, changing government regulatory requirements and policies, competition from other businesses, and climate change pose new challenges to executives and managers of agribusiness companies. To remain competitive, agribusinesses must be attuned to emerging trends and forces shaping global as well as local agri culture and explore innovative strategies, new business models, and organizational structures that will increase their efficiency, productivity, and competitiveness.

This workshop will provide a unique forum for participants to discuss current issues and emerging challenges in agribusiness and the latest thinking in strategic management, while exploring new business strategies. It is an intensive, weeklong program that will also provide opportunities for networking with peers and observing best practices of successful agribusiness companies in the host country.

12. Scope and Methodology

The tentative topics to be covered are:

- a. Global trends in agribusiness;
- b. Strategic thinking in agribusiness;
- c. Emerging business models in agribusiness;
- d. A value chain approach to agribusiness development;
- e. Applications of ICT in marketing and promoting agribusiness products;
- f. Logistics and cold chain management for perishable products;
- g. Risks and risk management in agriculture-based value chains;
- h. Emerging opportunities and challenges for agribusiness in Asia; and
- i. Capacity development needs of agribusiness companies.

The workshop will consist of interactive sessions on theme presentations, sharing of country case studies, individual/group exercises, and company visits.

The tentative program of the workshop is given below:

Date/Time	Activity
Sun., 20 July 2014	Arrival of participants in Bangkok
Mon., 21 July	Opening session Presentation of resource papers
Tues., 22 July	Presentation of country case studies
Wed., 23 July	Visits to agribusiness companies
Thurs., 24 July	Presentation of country paper studies Group workshop exercise
Fri., 25 July	Presentation of group discussion output Program evaluation by participants, resource persons, and implementing organization Summing-up session Closing session
Sat., 26 July	Departure of participants

13. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	CEOs and managers of agribusiness companies including SMEs, academics, and NPO consultants providing training and consultancy services on agribusiness management.
Experience	At least three years of experience in the position described above.

Education	University degree or equivalent qualification from a recognized university/institution.
Language	All proceedings of the project are conducted in English, and participants are frequently required to make oral and written presentations. They must therefore be proficient in spoken and written English. Those who are not proficient in English will not be accepted.
Health	Physically and mentally fit to attend an intensive project requiring participants to complete a number of individual and group activities and strenuous fieldwork. It is therefore recommended that member countries do not nominate candidates likely to suffer from physical and mental stress.
Age	Preferably between 35 and 50 years.
APO Certificate	Participants are required to attend the entire program to receive the APO certificate of attendance.

14. Financial Arrangements

To be borne by participants or participating countries

a. Participants' insurance premiums: All participants should be fully insured against accident and illness (including hospitalization and death) for a principal sum equivalent to US\$10,000.00 for the entire duration of the project and travel and must submit to the APO Secretariat a copy of the comprehensive travel insurance certificate before participation. Such insurance should be valid in the host country. This insurance requirement is in addition to existing government insurance coverage in some member countries. If any participant is unable to insure himself/herself as stipulated above, he/she should secure this insurance in the host country at the commencement of the project and pay the premium himself/herself, if necessary, from the per diem allowance provided. Neither the APO nor the implementing organizations will be responsible for any eventuality arising from accident or illness.

b. All expenses related to visa fees and airport taxes.

c. Any expenses incurred by participants for stopovers on the way to and from the project venue as well as for extra stay at the project venue before and/or after the official project period because of early arrival or late departure, for example, due to either limited available flights or any other reason.

To be borne by the host country

a. Per diem allowances and hotel accommodation for up to 18 overseas participants for up to six days at the rate to be specified later.

b. All local implementation costs.

To be borne by Cornell University

a. All assignment cost of one international resource person.

To be borne by the APO

a. All assignment costs of overseas resource persons other than the one assigned by Cornell University.

b. Round-trip economy-class international airfare by the most direct route between the international airport nearest to the participants' place of work and Bangkok. As far as practicable, all participants should purchase discount tickets. Please note that the arrangements for the purchase of air tickets should follow the "Guide on Purchases of Air Tickets for APO Participants," which will be sent to selected participants. It is also available on the APO website and from APO Liaison Officers in member countries.

15. Actions by Member Countries

a. Each participating country is requested to nominate three or more candidates in the order of preference. Please ensure that candidates nominated meet the qualifications specified under section 13 above.

b. No form of self-nomination will be accepted. All nominations must be endorsed and submitted by an APO Director, Alternative Director, Liaison Officer, or their designated officer.

c. Please note that nomination of a candidate does not necessarily guarantee that he/she will be selected. Selection is at the discretion of the APO Secretariat. A basic criterion for selection is the homogeneity of the participants in terms of qualifications and work experience. Nonselection therefore does not mean that the candidates concerned are not competent enough. Sometimes candidates are not selected because they are overqualified for a project.

d. Each nomination should be accompanied by the necessary documents. A nomination lacking any of these documents may not be considered: two copies of the candidate's biodata on the APO biodata form together with a passport-sized photograph. The biodata form can be downloaded from the APO website (www.apo-tokyo.org). We encourage submitting the biodata form to the APO Secretariat in electronic form as an attachment to a cover e-mail message from the APO Director, Alternate Director, or Liaison Officer. The nomination documents should be sent to the Agriculture Department, APO Secretariat (e-mail: agr@apo-tokyo.org, fax: 81-3-5840-5324).

e. The APO Medical and Insurance Declaration/Certification Form. Every candidate must complete and submit a copy of the APO Medical and Insurance Declaration/Certification Form with his/her biodata at the time of nomination. Please note that self-declaration is sufficient for candidates without any of health conditions or illnesses listed on the reverse side of the medical form. However, for all others, medical certification by a licensed physician on the reverse side of the medical form is required.

f. Necessary documents are to be submitted electronically. In that case, there is no need to send a hard copy by postal mail. However, if the documents are submitted by fax, member countries are requested to mail the originals of the documents to the APO Secretariat as well. If a digital photograph of a nominee is not attached to the electronic biodata form, a hard-copy photograph should be sent to the APO Secretariat by postal mail. Please give the candidate's name and the project code on the reverse side of the photograph.

g. Member countries are requested to adhere to the nomination deadline given on page 1. The APO Secretariat may not consider late nominations as they have in the past resulted in considerable difficulties to the implementing organization in its preparatory work for the project.

h. For member countries where nominations are required to be approved by higher government authorities and require a longer time, the APO Liaison Officers/NPOs are urged to send the names of nominees on or before the deadline, indicating that government approval will follow.

i. If a selected participant becomes unable to attend, he/she should inform the APO Liaison Officer/NPO in his/her country immediately and give the reason for withdrawal. The NPO concerned is requested to transmit that information to the APO Secretariat and the host country promptly.

j. NPOs are requested to inform the selected participants that they are not to bring family members or to engage in any private business activities during the entire duration of the project.

k. Each selected participant should be instructed to arrive at the venue one day before the start of the official project. Also, he/she is expected to return home upon completion of the official project because he/she is visiting the host country for the specific purpose of attending this APO workshop.

l. NPOs should inform participants that they must attend all five days of the project to qualify for the certificate of attendance.

16. Actions by the APO Secretariat

a. Under normal circumstances, candidates who are selected will be informed of their acceptance at least four weeks prior to the start of the project.

b. If some candidates fail to qualify or be unable to participate after selection, or if some member countries fail to nominate any candidate, their slots may be filled by alternates from the same or another member country on a merit basis.

17. Project Preparation

The participants are required to prepare a country paper or case study prior to departure for the project venue. In preparing the country paper or case study, they are expected to follow the attached "Guidelines for the Preparation of Country Papers/Case Studies."

18. Postproject Actions


All participants are required to prepare action plans and share the plans with their NPOs. The APO will also request participants to submit progress reports six months after completion of the workshop.

19. Evaluation of Participants

If the conduct/attendance/performance of a participant is not satisfactory, these will be reported to the APO director concerned.

20. Guide for Participants

Other conditions for participation are given in the *APO Guide for Participants*, which is available from APO Liaison Officers/NPOs in member countries and on the APO website (www.apo-tokyo.org).



Mari Amano
Secretary-General

Workshop on Advanced Agribusiness Management
21–25 July 2014, Bangkok, Thailand

Guidelines for Preparation of Country Papers/Case Studies

Each selected participant is required to submit a country paper or case study on the theme of this workshop following the topical outline provided below.

Option 1. Country Paper

The country paper may be written in the personal capacity of the participant but must be substantiated and should reflect an accurate account of the current status of the agribusiness sector in the country. It must be supported by statistical data/information wherever appropriate. The country paper should be typewritten, single-spaced, on standard A4-sized paper and be between 4 and 7 pages in length, excluding tables/figures. An abstract of the case study not exceeding 250 words should also be submitted, containing only the salient points of the paper. A soft copy of the paper should reach the APO and FTPI no later than 11 July 2014.

The following topical outline is suggested as a guide. It is not meant to restrict the preparation of the paper but rather to encourage the inclusion of only relevant information to make it more meaningful.

Suggested Topical Outline of Country Papers

- a. Please provide an overview of agribusiness in your country highlighting the current trends in investments, opportunities, and challenges. Please explain the key factors driving these trends.
- b. Please identify and describe the key players in agribusiness in your country (names of major companies), the main geographic locations of their operations, and their major products. As supporting information for this section, please prepare a table with the following information: list of biggest agribusiness companies (up to a maximum of 10); their main business activities or products; target market for their products (domestic or for export); company size in terms of number of employees and volume of production; and the location(s) of their operations.
- c. Please identify and describe any existing government policies or programs that support the development of agribusiness in your country. Specifically, are tax holidays or other forms of incentives being provided to investors? Are publicly designated agribusiness parks established? Is government support to encourage exports available?

Option 2. Case Study

The case study may be written in the personal capacity of the participant but must be substantiated and should reflect an accurate account of the status of the company being studied. It must be supported by statistical data/information wherever appropriate. The case study should be typewritten, single-spaced, on standard A4-sized paper and be between 4 and 7 pages in length, excluding tables/figures. An abstract of the case study not exceeding 250 words should also be submitted, containing only the salient points of the study. A soft copy of the paper should reach the APO and FTPI no later than 11 July 2014.

The following topical outline is suggested as a guide. It is not meant to restrict the

preparation of the case study but rather to encourage the inclusion of only relevant information to make it more meaningful.

Suggested Topical Outline of Case Studies

a. Please provide a brief background of the company highlighting its mission, core business, and size of operations in terms of the workforce, capitalization, revenue, and other relevant information.

b. Please discuss the past performance of the company and describe specific issues or problems it encountered in its operations. Please explain the causes of the issues or problems and implications or impact (potential or actual) on the business operations of the company.

c. Please describe the action taken by the management of the company (or unit/department) to address the issues or problems, highlighting the process adopted and tools and techniques used in analyzing the situation and identifying the solutions to the issues or problems. Please explain the outcomes of the actions.