



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

27 March 2013

1. **Project Code** 13-AG-09-GE-WSP-B
2. **Title** Workshop on Advanced Agribusiness Management for Executives and Managers of SMEs
3. **Duration** 29 July–2 August 2013 (five days)
4. **Venue** Bangkok, Thailand
5. **Implementing Organization** Thailand Productivity Institute (FTPI)
12-15th Floor, Yakult Building
1025 Pahonyothin Road
Phayathai, Bangkok 10400, Thailand
6. **Number of Overseas Participants** Up to 18 qualified participants from Bangladesh, Cambodia, Republic of China, India, Indonesia, Lao PDR, Malaysia, Nepal, Pakistan, Philippines, Sri Lanka, Thailand, and Vietnam

Other member countries with particular interest in this project may nominate candidates upon consultation with the Secretariat. (See 12. Qualifications of Participants)
7. **Number of Local Participants** Up to six qualified participants
(See 12. Qualifications of Participants)
8. **Closing Date for Nominations** 22 May 2013
9. **Objectives**
 - 1) To expose participants to the latest thinking in strategic management, marketing strategy, business negotiation, and other relevant ideas to enhance their leadership and managerial skills to improve the productivity and competitiveness of their agribusinesses; and
 - 2) To discuss issues and capacity development needs of agribusiness executives and managers in APO member countries and recommend a set of measures to address them.

10. Background

Agribusiness is increasingly becoming a complex, very dynamic industry susceptible to the vagaries of nature and the markets. Thus, today's agribusiness executives and managers operate in a rapidly changing, volatile, technology-driven, consumer-focused environment. Opportunities in agribusiness have substantially expanded due to the globalization of trade and growing demand for diversified food products, especially in new emerging markets

where consumer incomes have improved in recent years. This development has engendered increasing interest in this sector. On the other hand, changing consumer trends, competition among various players, emerging technologies, and climate change pose greater challenges to executives and managers of agribusiness companies. To stay competitive, agribusiness companies must explore new business models and organizational structures that could increase their efficiency and overall productivity to strengthen their market position. They need executives and managers who have the right international perspective and are equipped with the knowledge and skills to respond to rapid changes in the business environment.

This workshop provides a forum to discuss issues and trends that are changing the agribusiness environment and offer opportunities for top leaders and managers to learn from distinguished academics, decision makers, and professionals from the agribusiness industry.

11. Scope and Methodology

The program combines a structured learning environment featuring a theoretical framework and analytical techniques for decision making, new agribusiness-specific cases, and the opportunity to share ideas with and learn from peers from around the Asian region. There will also be onsite case studies where participants will have the opportunity to visit agribusiness firms to discuss actual issues and challenges faced by management and learn from their best practices. The tentative topics to be covered are:

1. Global trends and key drivers in agribusiness
2. Opportunities and challenges for agribusiness in Asia
3. Emerging business models in agribusiness
4. Developing value chains in agribusiness
5. Strategic management and leadership
6. Innovative marketing techniques
7. Capacity development needs of agribusiness executives and managers in Asia

12. Qualifications of Participants

The participants in this workshop are expected to possess the following qualifications:

- (a) Age: Preferably between 35 and 50 years.
- (b) Education: University degree or equivalent qualification from a recognized institution.
- (c) Present Position: Senior executives and managers of agribusiness companies, officers of agribusiness industry associations, and academic faculty members directly involved in the implementation of agribusiness management courses and extension projects.
- (d) Experience: At least three years of experience in the position described in (c) above.
- (e) Language: All proceedings of the workshop are conducted in English, and participants are required to make oral and written presentations. They must therefore be proficient in spoken and written English. Those who are not proficient in English need not apply.
- (f) Health: Physically and mentally fit to attend an intensive workshop requiring participants to complete a number of individual and group activities and strenuous fieldwork (it is therefore recommended that member countries refrain from nominating candidates likely to suffer from physical and mental strain).

- (g) Attendance: Participants must attend all five days of the workshop to qualify for the certificate of attendance.
- (h) Post Project: All participants are obligated 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.

13. Financial Arrangements

a) To be borne by the APO:

- i) All assignment costs of overseas resource persons.
- ii) Round-trip economy-class international airfare by the most direct route between the international airport nearest to the participant's place of work and Bangkok. As far as practicable, all participants should purchase discounted tickets. Please note that the arrangements for the purchase of air tickets should be in accordance with the "Guide on Purchases of Air Tickets for APO Participants," which will be sent to the selected participants and is available on the APO website and from APO Liaison Officers in member countries.

b) To be borne by participants or participating countries:

For all participants

- i) *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 Thailand. 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.

- ii) All expenses related to visa fees and airport taxes.
- iii) 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 on account of early arrival or late departure, for example, due to either limited available flights or any other reason whatsoever.

c) To be borne by the host country (Thailand):

- i) Per diem allowances and hotel accommodation for up to 18 overseas participants for up to six days at the rate to be specified later.
- ii) All local implementation costs.

14. Actions by Member Countries

Nominations

- (a) Each selected country is requested to nominate **two or more candidates for selection in the order of preference**. Please ensure that candidates nominated meet the qualifications specified above.
- (b) Please note that when a candidate is nominated it does not follow that he/she is considered selected. Selection is at the discretion of the Screening Committee. 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 the given project.
- (c) APO Liaison Officers/NPOs are reminded to make clear in their search for the most appropriate participants that only the APO Liaison Officer/NPO in their country may send nominations to the APO Secretariat. This should eliminate the mistake of various government/public institutions making nominations directly to the APO Secretariat.

Required Documents

- (d) Each nomination should be accompanied by the documents listed below. A nomination lacking any of these documents may not be considered:
 - i) Two copies of the candidate's biodata on the **APO biodata form** together with passport-sized photograph. The biodata form can be downloaded from the APO website. Downloading information is also available from 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).
 - ii) **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 enumerated on the reverse side of the medical form. However, for all others, medical certification by a recognized physician on the reverse side of the medical form is required.
- (e) For reasons of expediency or because of time constraints due to approaching nomination deadlines, participating countries sometimes send their candidates' biodata forms and medical certificates by fax to the APO Secretariat. While this action is very much appreciated, participating countries are requested to mail the originals of the documents to the APO Secretariat as well. They are needed for making clear, clean copies for the host country, especially with regard to the candidates' photos. If the documents are submitted electronically as mentioned in d)-i), there is no need to send the original by postal mail. 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 specify the candidate's name and the project code on the reverse side of the photograph.

Nomination Deadline

- (f) Member countries are requested to abide by the ***nomination deadline of 22 May 2013***. 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.

- (g) For member countries where nominations are required to be approved by higher government authorities and hence 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.

Others

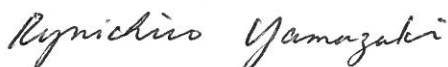
- (h) Should some candidates fail to qualify or be unable to participate after selection, or should some member countries fail to nominate any candidate, their slots may be filled by alternates from the same or another member country on a merit basis.
- (i) Member countries are requested to inform the 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. Further, if they become unable to attend the project, they should be requested to inform the APO promptly of their inability to participate and the reason for last-minute withdrawal through the APO Liaison Officer/NPOs in member countries.
- (j) Each selected candidate is required to arrive at the venue one day before the start of the official project. Also, all candidates are expected to return home upon completion of the official project because they are visiting the host country for the specific purpose of attending this APO workshop.

15. Country Case Study Preparation

The participants are required to prepare a brief case study prior to departure for the project venue for presentation during the workshop. In preparing the case study, they are expected to follow the guidelines to be provided later.

16. Other Conditions

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 homepage (URL: www.apo-tokyo.org) and will also be sent to the selected participants.



Ryuichiro Yamazaki
Secretary-General