



HARVARD
BUSINESS
SCHOOL

EXECUTIVE EDUCATION



AGRIBUSINESS SEMINAR

“This program provided an excellent overview of the key strategic issues facing global agribusiness. Through the highly relevant case studies, I acquired an in-depth, practical understanding of how companies manage key issues. Interacting with the key companies and case protagonists added valuable insight and raised my awareness of what actions are essential in my own business.”

Ian Glasson [Chief Executive Officer], CSR Sugar, CSR Ltd., Australia



HOW WILL MY ORGANIZATION BENEFIT?

Executive Education programs at Harvard Business School are a significant investment for both you and your organization. Going far beyond the basic transmission of skills and theories, these offerings provide applicable lessons in the classroom that can be implemented successfully within your organization. Each program is designed and taught by Harvard Business School faculty who are leading authorities in their respective fields. As recognized thought leaders on international business and management issues, they maintain dynamic relationships with top companies around the world. In addition, you will find yourself immersed in learning with a diverse group of international leaders whose global insights and perspectives will impact your thinking as much as your interactions with faculty. Bottom line: You will acquire a fresh perspective on global business from our groundbreaking curriculum, world-renowned faculty, and an accomplished group of elite peers from around the world.

AGRIBUSINESS SEMINAR

Dates: January 11–14, 2009
Program Fee: \$7,250
Location: HBS Campus
Boston, MA U.S.

PROGRAM OBJECTIVES

The 2009 Agribusiness Seminar will focus on how rapidly emerging economies, rising input costs, shifting consumer preferences, increasing environmental concerns, and ongoing technological advances are spurring innovation throughout the agribusiness industry. Through group case discussions and informal exchanges, you will examine effective strategies for managing these dynamic new forces.

The Seminar is designed to:

- Expand your outlook on critical industry issues, both locally and globally
- Showcase forward-thinking strategies from innovative organizations
- Define the roles of nonprofit, governmental, and private-sector players
- Identify emerging opportunities across domestic and international markets
- Analyze strategies to compete effectively in today's interrelated food, fiber, and fuel-supply systems

CURRICULUM

In the 2009 program, you and your peers will explore the following questions:

Is the era of low food prices gone forever?

After trending down for decades, global food prices now are rising sharply amid supply shocks and accelerating demand for both food and biofuels. You will examine the durability of the price surge, analyzing key drivers such as the shift in developing-world diets to more resource-intensive foods like dairy products and meat, the growing preference for organically produced and ethically sourced foods, and the outlook for new production areas such as Africa.

Will the food system become more global or more local?

Supply and distribution chains have become increasingly globalized over the decades. That longstanding trend may be set to reverse amid skyrocketing transportation costs, rising tensions over food security, and a burgeoning local-food movement.

What role will science and technology play?

Enhancing crop yields, protecting the environment, and improving and customizing the nutritional content of foods are three key and potentially competing goals for the global food system. You will explore scientific and technological innovations that address these challenges, as well as creative ways to price the use of public resources such as water and air.

Cases may include:

- Alliance for a Green Revolution in Africa (AGRA)
- Arcadia Biosciences
- COFCO
- GLOBALGAP
- JBS
- Marks & Spencer
- Nestlé
- Olam International
- Syngenta AG
- Taylor Farms
- ViniBrasil
- Xinjiang Tunhe Co., Ltd



David E. Bell



Ray A. Goldberg



Tarun Khanna



Forest L. Reinhardt



Mary L. Shelman

THE FACULTY

Harvard Business School Executive Education programs are developed and taught by a core faculty of HBS professors who are skilled educators, groundbreaking researchers, and award-winning authors. Faculty leverage their business expertise and field-based research to create new knowledge and enduring concepts that shape the practice of management. The result is a teaching team that exposes participants to multiple perspectives, challenging their thinking on many levels. Please visit www.exed.hbs.edu for more detailed biographies.

DAVID E. BELL, George M. Moffett Professor of Agriculture and Business. Senior Associate Dean, Director of Faculty Planning and Recruiting; and faculty chair of the “Agribusiness Seminar.”

RAY A. GOLDBERG, George M. Moffett Professor of Agriculture and Business, Emeritus.

TARUN KHANNA, Jorge Paulo Lemann Professor. Member of the Strategy Unit.

FOREST L. REINHARDT, John D. Black Professor of Business Administration. Head of the Business, Government, and the International Economy Unit; and faculty chair of the European Research Initiative.

MARY L. SHELMAN, Director, Agribusiness Program.

PARTICIPANT MIX

The Seminar brings together senior industry executives who are thought leaders and key decision makers, including:

- Producers, processors, and marketers of agricultural and finished food products
- Marketers of branded consumer goods, such as packaged foods and convenience meals
- Major grocery chains and specialty food retailers
- Manufacturers and distributors of agricultural supplies and farm equipment
- Financial firms that directly serve the agribusiness industry
- Governmental agencies and educational institutions that further agribusiness for the public good
- Biotech companies in the global food, pharmaceutical, and energy sectors

Former participants often attend annually, as the Seminar’s curriculum changes substantially each year.



H A R V A R D
B U S I N E S S
S C H O O L

EXECUTIVE EDUCATION

ADMISSIONS

APPLICATION PROCESS

Please visit www.exed.hbs.edu for complete admission requirements and to apply online. You also can complete the printed application and mail it to the address listed or fax it to +1-617-496-1731. Applications are requested by December 1, 2008. Since qualified candidates are admitted on a rolling, space-available basis, early application is encouraged.

ADMISSION REQUIREMENTS

Admission is selective and based on professional achievement and organizational responsibility. No formal educational requirements apply, but proficiency in written and spoken English is essential. Executive Education programs enhance the leadership capacity of the managers enrolled as well as their organizations, and HBS expects full commitment from both. While participants devote time and intellect to the learning experience, sponsoring companies agree to assume fees, provide for reasonable expenses, and relieve individuals of their work responsibilities during the program.

PROGRAM FEE

The program fee covers tuition, books, case materials, accommodations, and most meals. Payment is due within 30 days of the invoice date. If admission is within 30 days prior to the start of the program, payment is due upon receipt of the invoice. Cancellation policies are outlined in the information provided to applicants upon admission.

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FOR MORE INFORMATION, please contact our course consultants at:

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Or visit: www.exed.hbs.edu

www.exed.hbs.edu/programs/agb/

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