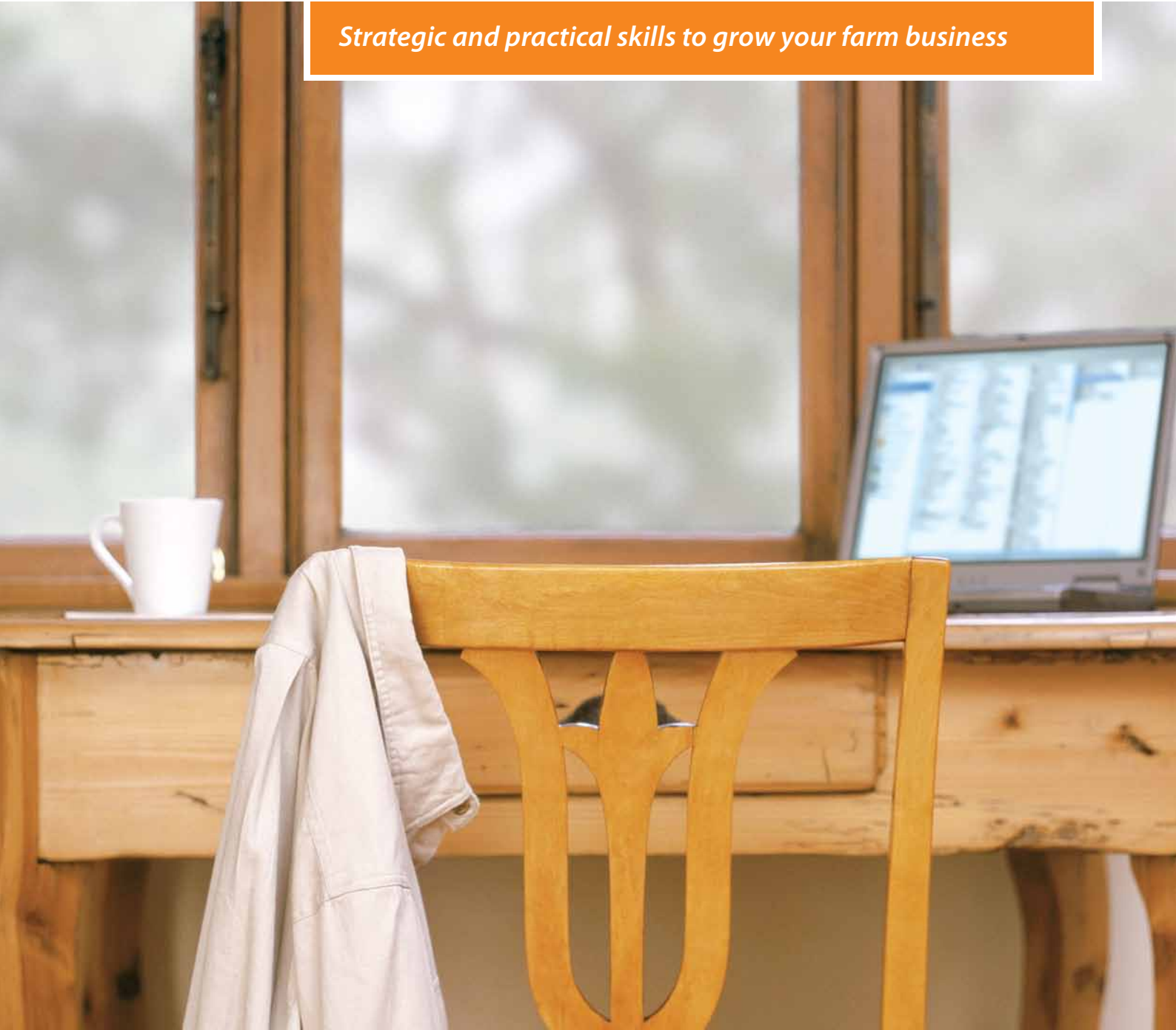




Business Management Programs

Strategic and practical skills to grow your farm business



Strong business management and leadership skills are becoming increasingly essential in order for primary producers to succeed and grow in their enterprises. This is why the Rabobank Business Management Programs fulfil such an important role in supporting the development of Australian and New Zealand agricultural businesses.

These highly regarded programs provide a unique opportunity for progressive Australian and New Zealand farmers to enhance their commercial management skills, develop market driven production strategies and explore options for sustained business growth.

The Rabobank Farm Managers Program and the Executive Development Program are specially designed to teach the latest business management skills and their application to agricultural enterprise. Through the programs, participants meet other innovative producers from a variety of commodities and regions and establish ongoing networks that will assist them into the future.

As the world's leading specialist agribusiness bank, Rabobank is committed to the development of the agricultural sector and we believe that providing ongoing education for farmers is an important way to contribute to the future growth and development of agriculture.

If you are serious about the future success of your farming business, I encourage you to invest in the development of the most important resource in your business – you. Therefore, I highly recommend applying for one of Rabobank's Business Management Programs.



A stylized, handwritten signature in black ink, consisting of several loops and a long horizontal stroke at the bottom.

Thos Gieskes
Chief Executive Officer
Rabobank Australia and New Zealand Group

Rabobank's Business Management Programs

Rabobank's unique programs offer leading farmers the opportunity to learn new business management skills and apply these to improve their farming operations and plan for business growth.

The Rabobank Farm Managers and Executive Development Programs have been developed to meet both the specific and diverse needs of farmers who are at different stages of their farming careers.

Farmers who attend the Business Management Programs apply their learnings to their businesses and continue to benefit from the program long after it is over. In fact, many have described their experiences at the program as "life changing".

Rabobank combines the expertise of the program presenters with its own knowledge of agriculture to create exceptional business programs designed specifically for farmers.

Graduates of both programs join the Alumni network and have access to an increasing network of leading farmers, formal refresher programs and regional events.

// My personal growth in the past twelve months having done this course has been absolutely huge. Knowing more about who I am, what my traits are, I've been given tools to help negotiate any issues that come along. I thoroughly enjoyed the friendships. These will be lifelong friends and I can't wait to visit them all. //

Colleen Starsmore, Opunake, New Zealand





Executive Development Program

Rabobank's Executive Development Program is a tailored business management program designed to transform the commercial management skills and strategic planning ability of progressive Australian and New Zealand farmers.

“ A great investment in my future and the future of our business. An amazing course! I can't wait to get home and use the tools that I have learnt and share them with others. I believe that all farmers should have this experience. Fantastic to be surrounded by positive, like-minded people. Take a bow Rabobank! ”

Simon Inkersell, Omarama, New Zealand

Program outline

The program is designed for successful farm business owners and senior managers who aspire to drive the performance and growth of their farming business. The program is an investment in your future. It is:

- Presented by leading business professionals, agricultural specialists and academics who apply the latest in business strategy to agriculture and farm operations
- Intended to build on existing business management and commercial experience through interactive presentations, class discussions, work groups and case studies
- Developed to provide an opportunity for progressive farmers from across Australia and New Zealand to meet and learn from like-minded individuals from a diverse range of enterprises within the agricultural sector.

What you can expect

Limited numbers in each program and the residential structure enables participants to network and learn from each other, enabling the benefits to continue long after the program is over.

The Executive Development Program will help you:

- Enhance your business management and commercial skills and develop the ability to plan and drive the strategic direction of your farm business
- Recognise and develop your leadership and management style
- Become more responsive to opportunities within the agribusiness industry
- Understand market and business influences and how to manage risk
- Gain clarity and assurances to pursue your future goals and ideas
- Be inspired, challenged and stimulated.

Program Director, Angus Taylor

Angus is highly respected in the resources, infrastructure and agricultural industries and is a director with Port Jackson Partners, a strategy consultancy firm working extensively with senior management and boards throughout Australasia, the United Kingdom and the United States.

Angus has a Bachelor of Economics/Bachelor of Laws from the University of Sydney (University Medal in Economics) and a Master of Philosophy in Economics from Oxford University (Rhodes Scholar).

Originating from a sheep and cattle property near Nimmitabel, in southern New South Wales, he continues to work closely with his family farming business, focusing on the expansion of operations through establishing leasing and management contracts for non-farming land owners.

Executive Development Program – program details

Program content

Throughout this comprehensive program you will be able to expand your existing skill base and study a range of essential business management topics.

Rabobank draws on academic and industry expertise to develop the program content. The topics are presented by local and international industry professionals and business experts who create a lively learning environment through the facilitation of participant contribution, experiential learning, group discussions and active workshops.

The Rabobank Executive Development Program consists of two week-long modules that run over consecutive years and encompass the following areas of business management:

- Understanding management styles and preferences
- Leadership and motivation
- Effective communication and presentations
- Human resource and performance management
- Influence and negotiation
- Strategic planning for long term business growth
- Financial management
- Implementing strategic plans
- Market power and supply chains
- Global trends in agriculture and business
- Succession planning
- Insights into successful agricultural businesses.

Participants partners are invited to join the “Partner Program” in the second half of Module Two.

Program details

- The program consists of two, week-long residential modules (Sunday – Friday) run over consecutive years
- Daily sessions run from 8.00am – 5.00pm
- Evening discussions, work groups and networking time are scheduled
- Participant numbers are limited to a maximum of 36 and selection criteria apply to all applications
- Program dates and venue information are available online or by contacting the Program Manager. Contact details are listed on the back of this brochure.

Program fees

The program fee of AUD\$12,100* (inc GST) includes:

- Executive Development Program (Module 1 and 2)
- All sessions, presentations and course materials
- All accommodation and meals within the program
- Executive Development Program welcome dinner (Module 1)
- Executive Development Program graduation dinner (Module 2)
- Coach transfer to airport and CBD at conclusion of the program.

* Program fee is invoiced at AUD\$6050 per Module.

Flights/travel to and from the venue city are not included in the cost of the program. Partner Program in Module Two is additional to program fees.



Application process and selection criteria

Applications are open to progressive farm owners and senior farm managers from Australia and New Zealand who are committed, innovative and motivated and want to share ideas and learn from others.

To be eligible for consideration to attend the Executive Development Program you need to complete and submit an application form by the due date.

Places are limited and all applications are considered in the context of the following selection criteria and requirements:

- Minimum of five years experience on-farm managing the strategic direction of the business
- Must be the key decision maker in the business
- Able to demonstrate a successful commercial track record and a progressive farming business
- Able to demonstrate a desire to invest in their future and have a passion for the future of agriculture
- Show a keen interest in innovation and ways to drive growth.

Tertiary qualifications and computer literacy are not pre-requisites for applicants, nor do you need to be a current client of Rabobank.

Selection is based on merit and at the discretion of the selection committee to ensure that participants are representative of a broad cross-section of farming enterprises and regional diversity.

Successful applicants will be offered a place on the Executive Development Program no less than one month prior to the commencement of the course.

Farm Managers Program

Rabobank's Farm Managers Program is specifically designed for experienced young farmers who aspire to own and manage farm businesses in the future and become leaders in Australian and New Zealand agriculture.

“The Farm Managers Program has given me a road map to improve. I am already more efficient with my time management and working on my communication with staff. It's a very motivating program to undertake. I'd recommend it to anyone looking to evolve their business to ensure it is resilient and sustainable.”

David Dysart, Mangakino, New Zealand



Program outline

Designed for hands on farm managers, the program has been developed to educate and assist future leaders by building new and enhancing existing skills. It is:

- Presented by leading business professionals, agricultural specialists and academics who apply the latest in business thinking and strategy to agriculture and farming operations
- Designed to develop the business management skills of young farmers through interactive presentations, class discussions, work groups, farm tours and case studies
- An opportunity for farmers from across Australia and New Zealand to mix with, and learn from, like-minded individuals from a diverse range of enterprises within the agricultural sector.

What you can expect

Limited numbers in each program and the residential structure enables participants to network and learn from each other, enabling the benefits to continue long after the program is over.



The Farm Managers Program will help you:

- Develop business management and communication skills needed to be an effective manager and give focus to the direction of your farm business
- Be more responsive to opportunities within the agribusiness industry
- Gain confidence to pursue your goals of increased management responsibility and/or farm ownership
- Forge new contacts and expand your rural network
- Be inspired, challenged and stimulated.

// Absolutely astounded, learnt more in one week than I did in two years of university. //

Jim Hamilton, Moora, Western Australia

Program Director, Robin Stonecash

Robin began her career in government, working for President Carter's Council on Wage and Price Stability in Washington and at the US Federal Reserve Bank of Philadelphia. She then completed a Masters Degree in International Trade at the University of Wisconsin and her PhD at the University of New South Wales.

Robin has taught economics at a number of universities and after 10 years as an academic, she worked for the Centre for International Economics, a Canberra-based economic consulting firm. Her current research and teaching interests include strategic negotiation and contracting, applications of strategic thinking (game theory) to business strategy and individual motivation.

Robin's passion is helping individuals enhance their strategic thinking capabilities and she has been involved in delivering executive leadership programs to Rio Tinto, Westpac, Optus, the Australian Federal Police, the FBI, Macquarie Bank and Cochlear, among others. She works on problems such as negotiation strategies, development of new strategic plans and analysis of the impact of economic conditions on organisation strategy. Robin is currently working with the School of Business at University of Technology, Sydney designing a new approach to strategy development and executive education.

Farm Managers Program – program details



Program content

The Rabobank Farm Managers Program will help you to develop a range of new skills to enable you to better manage your business.

Rabobank draws on academic and industry expertise to develop the program content. The topics are presented by industry professionals and business experts who create a lively learning environment through the facilitation of participant contribution, experiential learning, group discussions and active workshops.

During the week of the Farm Managers Program you will be exposed to a range of essential business management topics including:

- Managing people
- Time management and increasing efficiencies
- Communication and influencing
- Strategies to grow your business
- Business planning
- Project planning and process development
- Essentials of financial accounts
- Succession planning
- Global trends in agriculture and business
- Insights into successful farming operations.

Program details

- The program is a week-long (Monday – Friday) residential module
- Daily sessions run from 8.00am – 5.00pm
- Evening discussions, work groups and networking time are scheduled
- Participant numbers are limited to a maximum of 36 and selection criteria applies to all applications
- Program dates and venue information are available online or by contacting the Program Manager. Contact details are listed on the back of this brochure.

Program fees

The program fee of AUD\$4800 (inc GST) includes

- Five day Farm Managers Program
- All sessions, presentations and course materials
- Farm tour
- Four nights accommodation and meals
- Farm Managers Program Dinner
- Coach transfers between city and venue.

Flights/travel to and from the venue city are not included in the cost of the program.



Application process and selection criteria

Applications are open to farm managers from Australia and New Zealand who are committed, innovative and motivated and who want to share their ideas and learn from others.

To be eligible for consideration to attend the Farm Managers Program you need to complete and submit an application form by the due date.

Places are limited and all applications are considered in relation to the following selection criteria:

- Minimum of three years experience on-farm
- Currently working in a successful and progressive farming business
- Current role includes some management responsibilities
- Able to demonstrate career aspirations to either own or fully manage a farming operation.

Tertiary qualifications and computer literacy are not pre-requisites for applicants, nor do you need to be a current client of Rabobank. Selection is based on merit and at the discretion of the selection committee to ensure that participants are representative of a broad cross-section of farming enterprises and regional diversity.

Successful applicants will be offered a place on the Farm Managers Program no less than one month prior to the commencement of the course.

// I really feel re-energised. The program was uplifting. Being with others around my age and in a similar position to myself, who also wanted to learn to drive their businesses to the next level, was really great. I've gained more self-confidence and direction in what I'm doing with our business. //

Daniel Walker, Isisford, Queensland

About the Rabobank Group

With over 110 years of banking experience, Rabobank¹ is the world's leading specialist in food and agribusiness banking. Founded in the Netherlands in 1898, by farmers for farmers, Rabobank retains its cooperative structure and founding principles while operating in 48 countries around the world.

Rabobank is among the 30 largest financial institutions in the world, based on Tier 1 Capital with a continuing and growing presence in Australia and New Zealand.

Rabobank Australia and Rabobank New Zealand are part of the international Rabobank Group. In both countries, Rabobank is a leading rural lender and takes pride in reinvesting back into local agricultural communities.

Australia and New Zealand's primary producers and farmers are widely recognised for their outstanding achievement of best practice, particularly in terms of management, productivity and quality of produce. Rabobank understands the cyclical nature of agribusiness and takes a long-term view of the industry, using its established network of 93 strategically located branches throughout Australia and New Zealand to service rural clients.

As well as global knowledge and local market expertise, Rabobank rural managers have a genuine understanding of their clients' businesses. This unique approach provides a real value-adding resource to help clients achieve their short and long-term business goals.

For further information about Rabobank's Business Management Programs contact

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Business Programs Manager

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Email Nerida.Sweetapple@rabobank.com

Or call 1300 30 30 33 in Australia or 0800 622 777 in New Zealand to contact your local Rabobank branch.

Please note that:

- Rabobank reserves the right to vary the course details, including presenters, course content, course dates and venue.
- If for any reason you are unable to participate in the program, Rabobank has the discretion to determine if a part or full refund will be provided.
- The selection of participants is at Rabobank's discretion.

Coöperative Centrale Raiffeisen-Boerenleenbank B.A. (Australia Branch)
ABN 70 003 917 655 (Incorporated in the Netherlands)

www.rabobank.com.au/bmp
www.rabobank.co.nz/bmp



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¹ Coöperatieve Centrale Raiffeisen-Boerenleenbank B.A.