

Business Management Programs

*Practical and strategic education
for leaders in agriculture*

Agri Knowledge Programs and Tours

Rabobank is deeply committed to building resilient and thriving rural communities. Providing primary producers with professional development opportunities is a key initiative supporting this goal. Since 1999, over 1,400 farm owners and leaders have benefited from attending Rabobank's Business Management Programs.



The **Executive Development Program** targets experienced farm business owners and senior managers, helping them develop strategic planning capabilities and commercial management skills to drive business growth. Meanwhile, the **Farm Managers Program** focuses on up-and-coming farmers, enhancing their leadership and operational skills to prepare them for future management roles. Both programs offer practical education, networking opportunities, and tailored support, ensuring participants can effectively manage, lead, and grow their agricultural businesses throughout their careers.

Rabobank's **Knowledge Tours** connect farmers with leading agricultural practices and innovations worldwide. These tours provide participants with the opportunity to explore different agricultural sectors, learn about global supply chains, and gain insights into advanced production methods. By visiting high-calibre, progressive farms and agribusinesses, farmers bring back valuable knowledge and innovative ideas to enhance their own operations.

These flagship offerings are complemented by a range of activities, including regional **Mini Masterclasses**, **Young Farmer Forums**, and various education programs supported by the Rabobank Client Councils. Over 5,000 participants have attended a Client Council-sponsored **Financial Skills workshop** across the region, and in New Zealand, the **AgPathways** initiative supports the career development of young farmers by introducing them to essential business planning and financial management skills.

By fostering strong networks and a culture of continuous learning, Rabobank empowers farmers and growers to navigate the challenges and opportunities of the modern agricultural landscape. This approach not only strengthens individual farm businesses but also contributes to the long-term success and sustainability of the food and agriculture industry in Australia and New Zealand.

	(Post) Tertiary education	Emerging talent	Developing leaders	Advanced leaders
Available in both Australia & New Zealand		Farm Managers Program (FMP)		Executive Development Program (EDP)
	Financial Skills Workshops			
Available in New Zealand	AgPathways Program			
Available in Australia	Young Farmers Forum		Mini Masterclasses	
	Business Transition & Succession Planning Sessions		Domestic and International Knowledge Tours	
			Carbon Neutral Agriculture Workshops	

Develop skills to evolve your business

Rabobank has designed two leading programs to equip primary producers with the building blocks to take their businesses to the next level.



For 26 years Rabobank has been delivering leading education and development programs for Australian and New Zealand primary producers to help them achieve long term success:

- The **Executive Development Program** was launched in 1999 for progressive farmers looking to further develop their business skills, and
- The **Farm Managers Program** was created in 2006 for the next generation of farm and business owners.

The Rabobank Business Management Programs have cemented their place in the industry to become what is recognised as two of agriculture's leading business education programs.

The Programs are focused on being very practical, equipping participants with the tools and frameworks to evolve their business and personal capabilities, as it applies to their unique situation. They are also very interactive, bringing together participants who represent a diverse range of commodities from a large geographical spread across Australia and New Zealand.

This diversity brings a great additional element of richness and depth to the Programs.

The Programs undergo continued dynamic development to remain relevant, effective, challenging and leading. This development includes taking into account feedback from participants and the leading academically-based Program Director as well as the ongoing changes, requirements and challenges in the primary producer sectors.

The long history of the Programs has given rise to an active alumni community, and one of the most valuable benefits is the network of friends and industry colleagues established.

Investing in your business' most important asset – yourselves, is one of the best investments you can make. Undertaking one of Rabobank's Business Management Programs will be a catalyst for future growth and development, for yourselves and your businesses.

Mark Wiessing
Regional Manager, Region Australia and
New Zealand CEO, Rabobank Australia Limited

Todd Charteris
CEO, Rabobank New Zealand

Meet leading farmers from every industry

 **30%**
Grains & Oil seeds

 **18%**
Beef

 **18%**
Sheep Meat/Wool

 **14%**
Horticulture

 **10%**
Mixed Farming

 **7%**
Dairy

 **2%**
Sugar

 **2%**
Cotton

Indicative representation of sectors from recent programs. *Based on 2024 participants, post program evaluation.

Which Business Management Program is right for you?

Both Business Management Programs offer an invaluable opportunity to learn from business professionals and network with leading farmers from a diverse range of industries. Tertiary qualifications are not a prerequisite for either program.

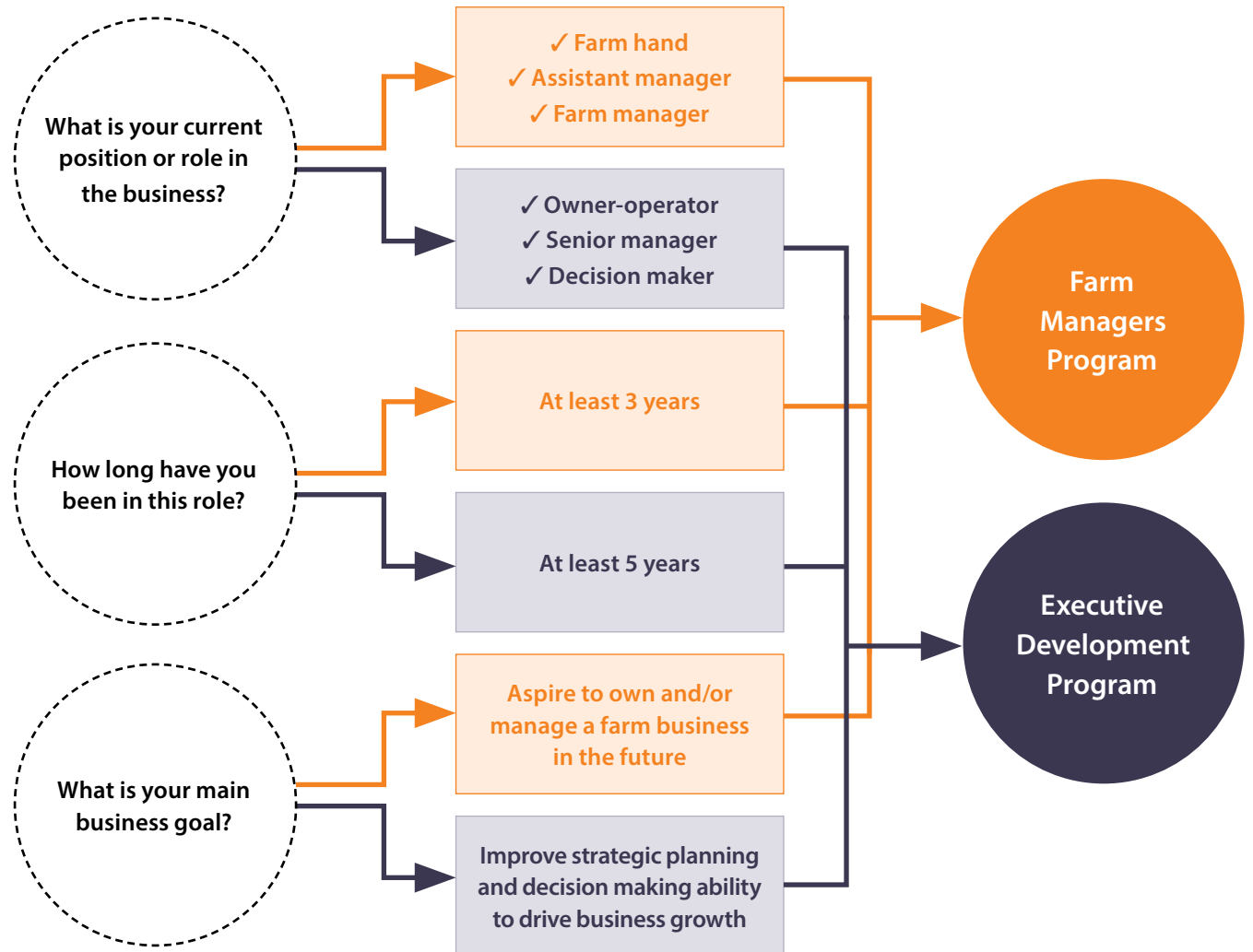


Farm Managers Program

If you have been in an agribusiness management role for more than three years and would like to increase your skills in people management, financial analysis and sustainable farm business planning, the Farm Managers Program will take your management skills to the next level.

Executive Development Program

If you have been the key decision maker in your business for more than five years and want to work toward preparing yourself and your business for the future, the Executive Development Program will provide you with the strategic framework and business plan to help make that happen.



Farm Managers Program

The Farm Managers Program is a week-long course specifically developed for primary producers who want to build their leadership skills and increase their confidence and ability to influence business decisions.



Grow your business skills

The Farm Managers Program sharpens operational and strategic skills, encompassing personal wellbeing, communication, people and financial management, succession planning, global agriculture trends, and concludes with practical sessions on sustainable farm business planning.

Facilitated by experts, the Program develops your management skills ready for practical application immediately on return to your business.

Strengthen your networks

The Farm Managers Program brings together a diverse mix of highly driven agribusiness managers from throughout Australia and New Zealand and across every commodity.

You will learn almost as much from your fellow program participants as you will from the facilitators and presenters. Classroom teaching is reinforced with a business research excursion to explore how value is created in line with shifting consumer demand.

Invest in your future

There is increasing pressure placed on farm managers to possess a wide range of management expertise as well as a practical understanding of innovation, production management, animal welfare, sustainable farming practices, emerging market opportunities and new technologies. The Farm Managers Program will provide you with further skills to help you succeed in farm business management.

"After successfully gaining a scholarship through the Smedley Foundation and AGMARDT, I was fortunate enough to secure a place on the Rabobank Farm Managers Program. With the intention of gaining extra knowledge, skills, and self-development, completing the FMP turned out to be life changing.

The quality of the presenters was brilliant, and each presentation was relevant and on point for self-development. Everything throughout the week was thought-provoking well organised, with topics that were engaging and easy to digest.

A positive for me was meeting and gaining knowledge from amazing presenters, yet the opportunity to network and learn from my peers was the real highlight. The participants in this course had a wide range of skills and knowledge in many different agricultural systems, yet we all bounced off each other exceptionally well. The networking among the group during the week was a significant factor in the success of the course.

I recommend the FMP to anyone looking to grow their knowledge and help themselves become a more competent, better performing employee, as well as a better version of themselves. I can't speak highly enough of what this course has given me and how it has helped improve my management of a sheep and beef business."

Bayden Andersen – FMP 2024
Walmsley Canning Estate
Porangahau, Central Hawke's Bay, New Zealand



2024 Farm Managers Program, Course 19



What you will learn:

- Health and well-being tools to help realise your potential
- People management skills
- Effective communication skills
- Skills for managing conflict effectively
- Essentials of financial management and budgeting
- Strategies for business growth
- Succession planning
- Global trends affecting local business
- Sustainable farm business planning
- Insights into consumer preferences.

2025 Program dates

Sunday 15 – Friday 20 June 2025, Victoria, Australia

Application criteria

You need:

- At least 3 years on-farm experience
- To be currently working in a farming role that includes some management responsibilities
- To aspire to either own or fully manage a farming operation in your future.

You don't need:

- Tertiary qualifications
- Computer literacy
- To be a Rabobank client.

2025 Program fee

AUD 7,000 (AUD 6,500 for current Rabobank clients)
NZD 7,600 (NZD 7,100 for current Rabobank clients)

Program fee includes:

- All sessions, presentations and course material
- 5 nights' accommodation and all meals with beverages
- Business research excursion
- Farm Managers Program Graduation Dinner
- Return coach transfers from Melbourne CBD or Airport to the venue.

The cost of any additional night's accommodation, flights, and travel to and from the Program are not included in the Program fee.

Executive Development Program

Designed for the key decision maker in the business, the Executive Development Program will guide you through the development of a strategic business plan that will provide a road map for future success.



Invest in your most critical asset

Tailored for progressive farmers, the Executive Development Program is a fast-paced program comprised of two week-long modules run over consecutive years.

Stepping away from the day-to-day operations will allow you to critically assess your business from a new perspective and develop strategies for future success.

Plan for business growth

If you are an experienced business owner who is looking to future-proof your business, the Executive Development Program will help you build strategic planning capabilities and commercial management skills to explore options for business growth.

You will leave the Program inspired by farming and business experts and with access to a new network of progressive farmers.

Formulate a long-term strategy

Tap into the knowledge of expert presenters and like-minded leading farmers to set clear objectives that will deliver long-term benefits to your business. Module One and Module Two are linked together by a compulsory management project, which all participants must work on between the two modules.

Participants' partners are invited to join the Program for the last two days of Module Two, enabling you to work together on topics such as succession planning, resilience and human resource management.

"The EDP was exactly what I needed to continue to develop my career and my management skills. I applied for the course with the aim of developing a strategic plan for the next 10-15 years for our business, and to learn how to identify and analyse various opportunities which may present themselves. The course allowed me to remove myself from the day-to-day workings of our business and to gain an arm's length view of our enterprises and where we are heading.

The EDP was very well organised and structured, each and every session was well aimed to complete the strategic puzzle for a modern farming business. The course provided the tools to really break down the intimidating goal of creating a strategic plan into simple and actionable tasks. It was a positive environment to be involved in, with over 30 successful and progressive farmers to learn from. I have already recommended the course to several friends and would certainly recommend it to anyone looking to take their farm leadership and management skills to the next level."

Stuart Tait - EDP 2024
Tait Pastoral
Mandurama, NSW, Australia



2023/2024 Executive Development Program, Course 25



What you will learn:

Module One

Understanding your business growth drivers

- Identifying your management and communication style
- Effective communication and influencing skills
- Financial management foundations
- Benchmarking for decision-making
- Strategic planning for long-term growth
- Global market and supply chain challenges
- Foundations of governance
- Health and well-being strategies to help realise your potential.

Module Two

Creating the future of your business

- Effective leadership skills
- Strategy implementation
- Financing growth opportunities
- Negotiation skills
- Sustainable business planning
- Problem solving and innovation
- Risk management
- Human resource and performance management
- Managing effective meetings
- Succession management.

Program dates

2 x week-long residential courses in Sydney, Australia

Program 27

Module 1: Sunday 24 August to Friday 29 August 2025

Module 2: Sunday 19 July to Friday 24 July 2026

Application criteria

You need:

- To be the key decision maker in the business
- At least 5 years of senior on-farm experience
- A commitment to learning from others and sharing your knowledge and experience.

You don't need:

- Tertiary qualifications
- Computer literacy
- To be a Rabobank client.

2025/2026 Program fee

AUD 16,000 (AUD 15,000 for current Rabobank clients)

NZD 17,500 (NZD 16,500 for current Rabobank clients)

A discount is applied where couples are participating in the full program together, with twin share accommodation.

Program fee includes:

- All sessions, presentations and course material
- Hogan Assessment, including debrief and coaching session
- 5 nights' accommodation per module including all meals with beverages
- Welcome Dinner (Module One) and Graduation Dinner (Module Two)
- Coach transfer from the Sydney CBD to the venue and returning to the airport at the conclusion of each module.

Partner Program

Partners of the participants are invited to join the Program for the last two days of Module Two, enabling you to work together on topics such as succession planning, and human resource and performance management. This is Wednesday - Friday of Module Two.

Partner Program fee

AUD 1,500

NZD 1,650

Partner Program includes:

- Sessions, presentations, and course material including Hogan Assessment debrief and coaching session
- 2 nights' accommodation including all meals with beverages (commencing with lunch on Wednesday)
- Executive Development Program Graduation Dinner
- Coach transfer to the airport at the conclusion of the program.

The costs of any additional accommodation, flights, and travel to and from the Program are not included in the Executive Development Program or Partner Program fee. Partners are required to make their own way to the venue on Wednesday, 22 July 2026 arriving by 12pm.

Alumni Program

When you graduate you become a lifelong member of our alumni community comprising a diverse group of leading primary producers.



We are proud to have run our Business Management Programs (BMP) for 26 years and now have an incredible community of more than 1,400 alumni.

As a BMP Alumni you have opportunities to continue to learn, reconnect and expand your networks beyond your program cohort and tap into the collective intelligence of other BMP Alumni. Whether your interests are in future study, farm visits or reconnecting with fellow alumni, the Business Management Alumni Program offers plenty of benefits.

Biennial BMP Alumni Tour

The biennial Alumni Tour is open to all graduates of Rabobank's Farm Managers Program and Executive Development Program. Partners and spouses are also welcome. Each BMP Alumni Tour visits a different region across Australia and New Zealand. Hosted by our EDP Program Director, the tour includes visits to a number of innovative agricultural enterprises.

"Having graduated from the EDP program over 20 years ago, I still rely on the skills and business tools that have shaped our enterprise, making it resilient and successful. Attending the Rabobank Business Management Programs Alumni Tour 2024 was both enjoyable and insightful. Seeing businesses expand and use technology to capture value was one of the many highlights.

Talking with graduates of past programs and discussing common threads that affect our businesses was invaluable. It was also fantastic to visit new regions and see how they manage food production for an increasing population.

The Rabobank Business Management Programs Alumni Tour 2024 was certainly a highlight, taking me back to a time when I was part of a life-changing program that has been instrumental in how we do business today. I can't recommend these programs highly enough—don't wait, get on board now!"

*Dane Martin, EDP 2004
General Manager, Endhill Rivers Grazing
Oxley, Victoria, Australia*



BMP Alumni Tour, Hawke's Bay, NZ 2024

Grow with us.

Further Information

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