

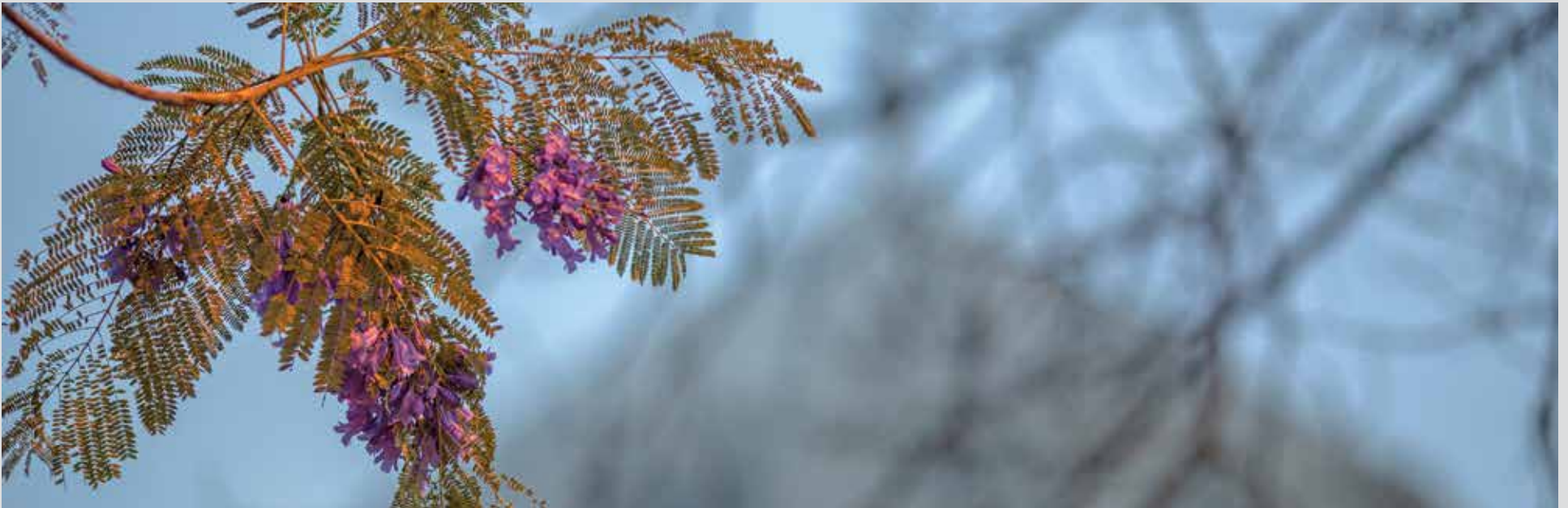


**EXECUTIVE CERTIFICATE IN
AGRIBUSINESS MANAGEMENT**

ECAM 2018

“ECAM is a valuable program that enables participants to use cutting edge management tools, practices and strategic perspectives in handling agribusiness issues and challenges”

Dr. Umer Farooq
Nestlé Pakistan





PROGRAM OVERVIEW

Agriculture is central to robust economic growth, development and alleviating rural poverty in Pakistan. According to a World Bank report, national average yields of major crops like wheat and rice in Pakistan are only 55% of progressive farmer yields, the highest achievable yields in the country. This inability to realize full potential is rooted in a number of contributing factors, including: slow adoption of technology and modern practices, inefficient management, infrastructural and supply-chain bottlenecks, financing, economic and policy lapses.

The Executive Certificate in Agribusiness Management (ECAM) is a modular program designed to provide participants with managerial know-how and competencies considered essential to operate successfully in a high-stake agricultural enterprise where opportunities are expanding rapidly with growing population. Participants will gain understanding of the agribusiness economic environment, market dynamics, new trends and markets, recognizing opportunities to create value for their businesses and respective organizations.



PROGRAM BENEFITS

The certificate program is designed to help participants:

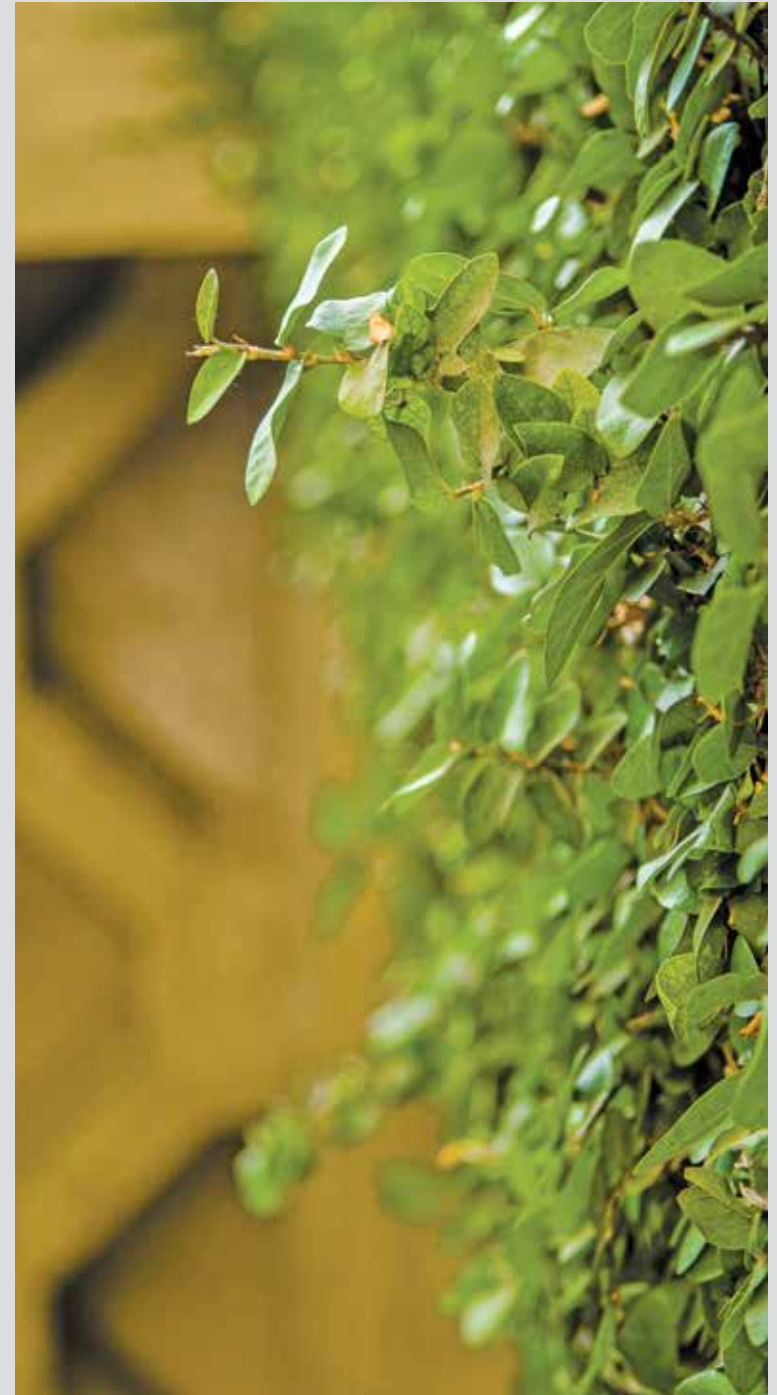
- Acquire management knowledge, tools and techniques useful in making sound business decisions.
- Develop ability to assess agribusiness economic environment and value chain; plan and formulate strategies.
- Develop entrepreneurial abilities essential for recognizing and capitalizing on value creation opportunities.
- Develop competencies to motivate and effectively manage human resources.
- Appreciate impact of market forces, technology and global trends on agricultural enterprises and the importance of managing risks.
- Develop business plan for starting up new agribusiness venture.
- Benefit from the weekend structure of the program while allowing participants to hold their full-time jobs.

ECAM MODULES

- Entrepreneurship - Venture Creation in Agribusiness
- Agribusiness Value Chain and Technology
- Agribusiness Economics
- Spreadsheet Modeling and Problem Solving
- Accounting and Controls for Agribusiness
- Marketing and Branding
- Finance for Agribusiness
- Managing Human Resources
- Agribusiness Strategy and Global Trends
- Adoption of Technology and Innovation

SPECIAL FEATURES

- The course materials will be taught using the practical viewpoint through the case method approach – the hallmark of LUMS.
- Guest speakers representing experts, policy makers, and agribusiness leaders from diverse business segments (dairy, horticulture, etc.) will share their experiences with the program participants on regular intervals.
- To provide practical exposure, an experiential component includes field visits and interactions with experts from various subsectors of agriculture.
- The ECAM learning experience is rigorous and application driven. Grading and assessment is an integral part of the teaching methodology.



ECAM SUCCESS STORIES

From Thought to Practice – Participant’s outlook on ECAM



Waqas Mujeeb
La-MAK Food Pvt. Ltd.
ECAM Participant

It all started with the economics project in the ECAM class. I belong to an agriculture family with farming as our only bread and butter. It started with that 5 page document. I took that to my father and we discussed the future prospects of Agriculture in our country and found out that conventional farming has no future. We need something for food processing and reduce harvest losses. We are in business of Quality Mango growing but we also face challenges of food safety to high food losses. There was a need of a food processing unit and that project was just the missing block. We both came to a decision to implement the project.

La-MAK food Pvt. Ltd. is a food processing organization which has recently started its production last year. With R&D, we have dehydrated Mangoes and have done sampling in the market and export. We have received a great response and orders for the coming year. We are now exploring other products i.e. garlic and chilies and have targeted to come up with new products. We are starters in this business and hope to grow in coming 5 years. We have planned our production for next one year. This is completely a product of LUMS and their support is highly appreciated.

Thank you LUMS! Thank you ECAM!

Gaining Competitive Advantage through Industry Insights



Omar Mukhtar
Matra Asia Pvt. Ltd.
ECAM Participant

I was a participant in the first batch of the Executive Certificate of Agribusiness Management (ECAM) course. Before entering the program I was running - Matra Asia Pvt. Ltd. a company that provided raw materials to the animal feed industry.

I have an engineering background and completed my education with a BEng (Hons) in Mechanical Engineering with Business Finance from University College London and the London School of Economics. Living in Pakistan and being engaged in the Agribusiness sector, I was intrigued with the course and recognized that it would help me gain a better grasp of the Pakistani agribusiness environment, whilst also helping me develop tools that I could apply in the industry.

With the experience and support I gained from the ECAM course I have gone on to transform Matra Asia Pvt. Ltd., from a raw material supplier to a full service dairy input business. Matra Asia is now actively involved in improving and developing our nations lackluster dairy industry, by providing farmers of all sizes with products and services of the highest quality from both local and international sources. The time I spent with LUMS helped me realize that the dairy industry suffers from two major issues, one being with overall animal nutrition and the other being animal genetics. To remedy the nutrition issue, we currently manufacture compound animal feed and baled corn silage. We also import and supply fodder seeds (Rhodes Grass, Alfalfa, Rye Grass and Sorghum Sudan Grass) to help lower farmer’s nutrition costs and increase their productivity.

The diverse set of skills I expanded and refined during this course and the network opportunities made available to us through the LUMS faculty and admin team has helped me change the course and destiny of both my personal and company’s future.



WHO SHOULD ATTEND

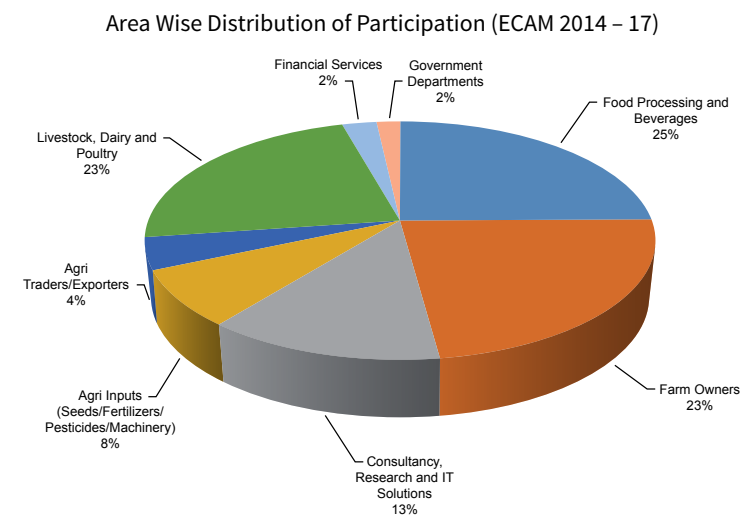
The program is specifically designed to meet the needs of:

- Agribusiness managers, processors, producers, providers of agri-credit, farm managers and others involved at various stages of the agricultural value chain.
- Potential and current investors in high-value agriculture, livestock and dairy farming and agribusinesses; agriculture commodity traders and exporters; and managers of agricultural input producers (seed, fertilizers, chemical, feed, etc.).
- Professionals of life sciences, food sciences, researchers at private and government institutions related to agriculture who desire to acquire cutting-edge business knowledge relevant to agribusiness.

A minimum educational qualification of bachelor's degree and at least 2 years of experience is required for participation.

ECAM PARTICIPANT PROFILE

ECAM program participants have included executives from various agribusiness segments, agri-entrepreneurs, farm owners, and others involved in the agribusiness value chains. Diversity of program participants brings together enormous experiences and agribusiness knowledge, creating an enriching learning environment and networking opportunity. Participant diversity is a distinctive strength of the ECAM program.



PROGRAM STRUCTURE AND MODULE COVERAGE

ENTREPRENEURSHIP

- Develop business plan for a new agribusiness venture
- Understand strategies to critically analyze the functional areas of business relevant to agriculture industry

AGRIBUSINESS ECONOMICS

- Build acumen to assess potential & real macroeconomic drivers in agriculture sector
- Learn to anticipate and appraise regulatory environment and its impact on your agribusiness enterprises

ACCOUNTING AND CONTROLS FOR AGRIBUSINESS

- Analyze financial statements of an agribusiness enterprise
- Understand accounting concepts and cost-volume-profit analysis
- Understand strategic planning & control models to plan, monitor & evaluate performance in agri-enterprise

MANAGING HUMAN RESOURCES

- Analyze trends and challenges agri-enterprise managers are facing in Pakistan
- Understand how Human Resource Management is related to the success of an agribusiness

Guest Speakers & Industry Experts - highlighting latest practices in modern agriculture

Experiential module with field visits to horticulture, dairy, livestock & other agri-enterprises

MARKETING AND BRANDING

- Understand the essentials of branding and marketing strategies
- Apply general marketing principle in the local context
- Formulate a marketing strategy for agribusiness products

SPREADSHEET MODELING AND PROBLEM SOLVING

- Introduce the concepts, methods, and techniques of data management using spreadsheets for agribusiness management
- Use spreadsheets as both a reporting tool and a modeling tool for solving agribusiness problems
- Introduce various problem solving tools

AGRIBUSINESS VALUE CHAIN AND TECHNOLOGY

- Identify activities & stakeholders in the value creation and delivery process for any agribusiness
- Evaluate strengths & weaknesses of an agribusiness' current value creation process

FINANCE FOR AGRIBUSINESS

- Learn hands-on application of financial management concepts & tools within agribusiness
- Learn complexities related to agricultural credit for the sector, lending practices, and impediments to agri-credit growth

ADOPTION OF TECHNOLOGY AND INNOVATION

- Understand technological innovation - innovation scope and size
- Challenges associated with adoption of innovation in agribusinesses of developing countries

AGRIBUSINESS STRATEGY AND GLOBAL TRENDS

- Understand frameworks of competitive strategy
- Assess industry viability through varied analytical and strategic planning frameworks

PROGRAM DIRECTOR



Shakeel Sadiq Jajja

PhD Management, Lahore University of Management Sciences, Lahore
MS Total Quality Management, University of the Punjab, Lahore
BSc Mechanical Engineering, University of Engineering and Technology, Lahore

Dr. Shakeel Sadiq Jajja is Assistant Professor in SDSB since 2014. Research interests of Dr. Jajja reside in the area of Supply Chain and Innovation Management. His research work has appeared in world-class operations and supply chain management journals. He has written cases on several companies. Research and scholarship of Dr. Jajja has received several awards from international platforms.

Dr. Jajja has extensive experience in providing executive education and consultancy services. Dr. Jajja has provided customized executive education programs and consultancy services to international organizations including USAID and IRG and Pakistani organizations including Government of the Punjab, Qadri Group, Institute of Business Administration Sukkur, Air University, and Peshawar Electric Supply Company.

Before PhD, he worked with Pakistan Nuclear Regulatory Authority, Pakistan International Airlines, Atlas Honda, and Dawood Hercules Chemicals Limited over a period of around four years.

CO-PROGRAM DIRECTOR



Mohsin Nasir Jat

PhD, University of Nottingham, England

Dr. Nasir completed his PhD in Manufacturing Engineering & Operations Management from Nottingham in early 2015. As a part of his PhD research, he has worked with IBM, Fujitsu, and the department of Transport, England. Dr. Mohsin had also been engaged in different teaching roles at The University of Nottingham. Before joining LUMS, he briefly taught at the Karachi School for Business & Leadership on Supply Chain Management.

At LUMS, Dr. Nasir teaches courses related to mathematical modelling approaches to management, production analysis, and logistics management on Undergraduate and PhD levels. His research is related to inventory management, facility location, and emergency logistics.

He has an industrial experience in automotive and construction sectors. Being associated with farming, Dr. Nasir has a keen interest in agriculture, specifically in the technological and logistics aspects of agribusiness.

TALKS BY THE INDUSTRY EXPERTS

The key feature of the program is speaker sessions with leading industry experts, policy makers and agribusiness leaders and senior executives from diverse business segments.

GUEST SPEAKER	TITLE/ORGANIZATION
Ahmed Umair	COO, Green Revolution (Pvt.) Ltd.
Shakeel Rizvi	Agriculturist
Muhammad Farooq Khan	Agro Commercial Manager, Pepsi Co. Pakistan
Ali Raza	Head Agri & Agri SME Division, Faysal Bank Ltd.
Tahir Munir	Founder & CEO, Kevlaar
Tariq Zaman	Director, Naimat Naturals
Habib Saqib	Business Head Mobile Agriculture, Telenor Pakistan
Abbas Raza	Director Operations, Ricult Inc.
Sajjad Moghal	Sr. Development Adviser, USAID
Syed Shariq Bukhari	Sales Effectiveness Lead - Asia & Africa, Monsanto
Hamayun Aziz	Owner, Aziz farms
Dr. Aleem Bhatti	Director, Big Bird group
Afaq A. Tiwana	CEO, Farmers Associates of Pakistan (FAP)
Mian Shaukat Ali	CEO, Yuksel Seeds Asia Pvt. Ltd.
Mubarik Ali	Ex CEO, Punjab Agricultural Research Board
Faisal Farid	CEO, Maxim International
Sajjad Rana	Chairman, Pakistan Poultry Association CEO, Ahsan Chicks Feeds
Waqar Ahmad	Sector Advisor Horticulture, Khemonics International Inc.
Mohammad Khalid Mir	Ex Vice President, Engro Fertilizers Ltd.
Assenje Bholah	Head of Farms, Ramzan Sugar Mills Ltd.
Zafar Khan	CEO, Sofizar & CTO Constellation CK Inc. Founder, Zacky Farms
Zahid Khan	MD, Expert Systems Pvt. Ltd.

GUEST SPEAKER	TITLE/ORGANIZATION
Muzaffar Mahmood	Member, Board of Revenue Punjab
Sikandar M. Khan	Chairman, Millat Group of Companies
Magdi Batato	MD, Nestle Pakistan
Syed Babar Ali	Pro Vice Chancellor, LUMS
Asif Ali Shah	Ex-Country Manager, Pioneer Pakistan Seed Company
Shaukat Ali	CEO, Yuksel Seeds
Ahmed Sajjad	CEO, DRDF
Nadeem Tariq	CEO & Director, Niha Tech Pvt. Ltd.
Noshin Sarfraz	President, Lahore Floriculture Society
Ayesha Gulzar	National Coordinator, Agribusiness Support Fund
Hamid Malhi	President/CEO, Basmati Growers Association Director, Farmers Associates of Pakistan (FAP)
Yaqoob Izhar	Director, Izhar Group
Tahira Saeed	CEO, The Artisan Cheese Factory
Kashif Umar Thanvi	General Manager and Head of Rural Banking, HBL
Jack Moser	Chief of Party, Dairy Project USAID
Mansoor Nawaz	Director Marketing, Haleeb Foods Limited
Farooq Shahid	Country Manager, FMC Pakistan
Farooq Haider	Founder: sabzi.pk
Kaleem Shah Bukhari	Head of Product, Ricult
Abdullah Aziz Khan	Coordinator, Market Development Facility (MDF)
Muhammad Muneeb	Market Development Facility (MDF)
Jahangir Khan Tareen	Founder, JDW Group

ENHANCE PROGRAM RELEVANCE THROUGH LOCAL CASE STUDIES AND TECHNICAL NOTES

As a part of the strategic initiative, LUMS continues to develop specialized case studies and technical notes related to agribusiness, enhancing relevance of program content. A sample list of case studies and technical notes is provided below:

- Potato Value Chain - A Tale of Two Farmers in Okara.
- Introduction to Agribusiness Value Chain
- High Value Horticultural Crops in Pakistan: Mangos, Citrus and Vegetables
- Increasing Agricultural Productivity in Pakistan: Use of Improved Seeds
- Dairy Farming and Dairy Industry in Pakistan
- Sapphire Dairies (Pvt) Ltd (A): Where did the business plan go wrong?
- Price Interventions – Guaranteed Support Price
- Agriculture Credit in Pakistan: Challenges and Opportunities
- Vineyard Farm: Business Feasibility
- Mitchell's Fruit Farms Limited: Financial Analysis
- Awais Model Farm: Decision Making
- Faysal Bank: Quest for an Effective Agriculture Financing Strategy
- Arranging Financing-Options and Challenges for Small Farmers
- Naimat Naturals: Bringing Malai (Fresh Cream) Back to Urban Dining
- Seed Provisioning in Pakistan: The Political Economy of Legislative and Institutional Reform
- Beef Value Chain in Pakistan: Challenges and Opportunities
- The First Meat Sector IPO: Al Shaheer Corporation
- Marketing Channels in Pakistan's Pesticide Industry
- Agricultural Produce Markets in Punjab
- Cattle Fattening Farm: A Business Opportunity

EXPERIENTIAL LEARNING – FIELD TRIP

Field visits and interactions with agribusiness experts are an integral part of ECAM program, providing a good blend between theory and practice of agribusiness management. Below are few examples of field visits of the ECAM participants during 2014-17:

- Monsanto Research Centre (Manga Mandi)
- Oasis Farm (Multan Road)
- Pine Dairy (Sheikhupura)
- Crescent Cotton Products (Jaranwala)
- Ayub Agriculture Research Institute & University of Agriculture (Faisalabad)
- Zahid Kinnow Orchards & Processing Facility (Sargodha)
- Nishat Dairies (Sukheki)
- Izhar Farms (Kalar Kahar)
- Mitchell's Farms and Shahsabz Agro Farm (Rinala Khurd)
- Ali Tareen Farms (Lodhran)
- Mumtaz Khan Manais Farm (Tibba Sultan Pur)
- Mango Pulp Extraction (SMEDA – Multan)
- University of Veterinary & Animal Sciences (Pattoki)
- Arjumand Shakir Farms and JDW Orchids (Rahim Yar Khan)
- Minha Dairy Farm (Manga Mandi)



COLLABORATIONS AND LINKAGES

ECAM program was developed by LUMS in collaboration with Nestlé Pakistan with the primary objective of enhancing managerial and entrepreneurial competencies of participants enabling them to capitalize on value creating opportunities within their enterprises and across agribusiness value chains. The Dutch government (through its embassy in Islamabad) has also supported the ECAM program through

sponsored seats reserved for dairy professionals and facilitating a dairy management workshop conducted by an expert from a leading institution in the Netherlands. In addition, LUMS has partnered with Tetra Pak to carve out a dairy management track out of the existing program to address some of the unique challenges faced by the dairy professionals.

“A generalized yet concise approach on the agricultural aspects; something that is in lieu with the needs of the country and striving to educate managers to have a border vision”

Haroon Tahir
Al Wahab Agro Pvt. Ltd.

ADMISSION PROCESS & POLICIES

To apply for the program, applicants are required to submit an online application form available at LUMS website:

<https://redc.lums.edu.pk/program-calendar>

Applications will be screened with regard to their suitability. For policies related to admission and payments, please refer to our policies on <http://redc.lums.edu.pk>

The deadline for application is Jan 31st, 2018. Kindly ensure that your complete online application form reaches the office by the deadline.

The Admission Committee will review the application and recommend participation or otherwise. After the review, an information package along with the payment invoice will be mailed to the participants as well as to the sponsor. A seat in the program will only be confirmed once we have received the payment.

PROGRAM DURATION & FEE

The program fee is PKR 290,000. The duration of the program is 24 full days of class contact, excluding field trips. The program follows a weekend model, making it highly suitable for working professionals.

Accommodation is arranged on request and as per availability at Rausing Executive Development Centre. The residential fee for participant's stay at REDC – LUMS is PKR 9,000 per night per participant (inclusive of breakfast & dinner).

**Rooms reserved in advance are billed even if not utilized during the program.*

***Residential charges are subject to 10-15% increase after June 30, 2018.*



PAYMENT

Payment is due upon receipt of the acceptance letter along with the invoice. Our preferred mode of payment is by cheque/banker's draft payable to Lahore University of Management Sciences. Please send the cheque to:

Marketing Manager
Rausing Executive Development Centre
Lahore University of Management Sciences
Opposite Sector "U", DHA, Lahore - 54792
Tel: +92-42-35608161-8243

* LUMS is allowed to render services without tax deduction under the Income Tax Ordinance, 2001. Therefore, on presentation of a valid tax exemption certificate by LUMS, no tax shall be deducted.

Note: REDC may cancel or postpone a program. In this case, University will refund registration fee and is not responsible for any other related charges/expenses including cancellation/change charges by airlines and travel agencies. In case of postponement, the fee may be transferred to the rescheduled offering of that program or any other program as an alternate to refund. The University reserves the right to make changes in its program policies and fees at any time.

*This program has been developed by
LUMS in collaboration with
Nestlé Pakistan as part of a
Creating Shared Value initiative.*



Rausing Executive Development Centre

Rausing Executive Development Centre (REDC)

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