



LUMS

Raising Executive
Development Centre

The background of the slide is a photograph of a large, modern building with a prominent green wall covered in climbing plants. The building has several windows and is surrounded by lush green trees and foliage. The sky is clear and blue.

EXECUTIVE CERTIFICATE IN AGRI & DAIRY BUSINESS MANAGEMENT

BUILDING SUSTAINABLE VALUE

ECAM 2019-20

Suleman Dawood
School of Business

COLLABORATION AND LINKAGES

LUMS greatly acknowledges the valued contribution of its partners in developing and supporting the long duration executive certificate programme. The programme aims to provide participants a holistic understanding of agribusiness dynamics to foster capacity and encourage innovation and progression within agriculture sector.

ECAM 2019-20 is made possible through support by Tetra Pak Pakistan. Tetra Pak through its CSR initiative subsidised the programme fee to enhance its reachability to agribusiness professionals and to address some of the unique challenges faced by them. Participants' own experience in agriculture, horticulture and dairy is connected to the business skills acquired through the programme eventually to benefit the agricultural sector.

The agribusiness initiative at LUMS has been progressing since 2014 and has achieved milestones, including 150 ECAM graduates as well as academic scholarship in the form of local case studies. This pioneering effort could not have been possible without the support and sponsorship of Nestlé Pakistan.

The Dutch Government, through its embassy in Islamabad, has also supported the programme through sponsored seats reserved for dairy professionals and facilitating dairy management workshop conducted by experts from Netherlands.





PROGRAMME 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 in Pakistan are significantly less than the maximum achieved yields in the country. There is a need for major transformation and bringing more sophistication for sustainable growth of the informal agriculture sector. The inability to realise 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, and financing, economic and policy lapses.

The Executive Certificate in Agri & Dairy Business Management (ECAM) is a modular programme designed to provide participants with managerial know-how and competencies considered essential for the sustainable functioning of

a successful high-stake agricultural enterprise in a country where opportunities are expanding rapidly with growing population. Participants will gain understanding of the agribusiness economic environment, market dynamics, new trends and markets, recognising opportunities to create sustainable value for their organisations, businesses, and stakeholders. The programme will seek to develop additional focus on dairy sector as it has the potential of adding substantially to the agricultural GDP and help address the alarming nutrition deficiency.



PROGRAMME BENEFITS

The certificate programme is designed to help participants:

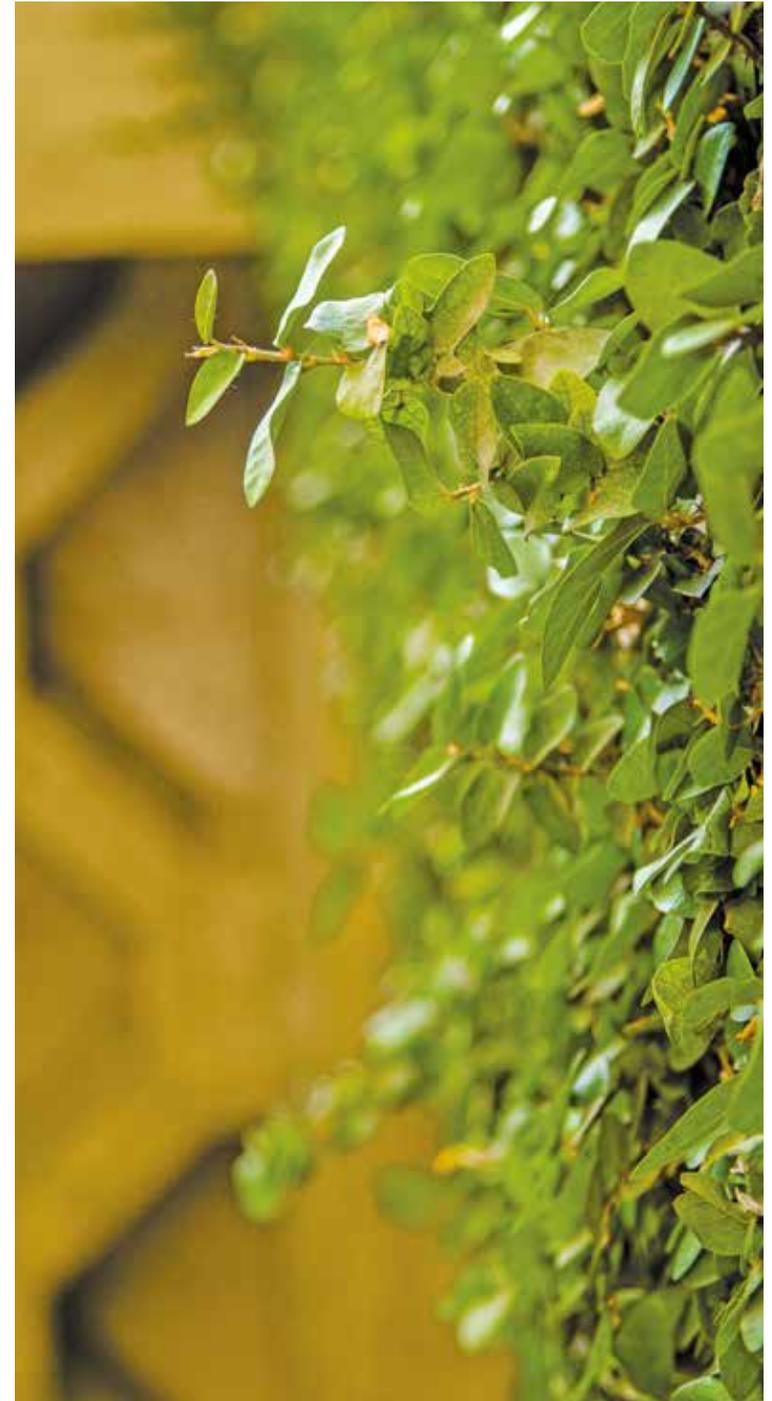
- Acquire management knowledge, tools and techniques useful in making sound business decisions
- Develop ability to assess agribusiness economic environment and value chain; plan and formulate strategies
- Develop entrepreneurial abilities essential for recognising and capitalising on value creation opportunities
- Develop competencies to motivate and effectively manage human resources
- Appreciate the 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 programme while allowing participants to hold their full-time jobs

ECAM MODULES

- Agribusiness Value Chain and Technology
- Dairy Economics and Farm Management
- Marketing and Branding
- Modelling and Problem Solving
- Accounting and Controls for Agribusiness
- Managing Human Resources
- Finance for Agribusiness
- Entrepreneurship
- Managing 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 programme participants at 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.
- Project work provides an opportunity to carry out an in-depth analysis of a managerial issue within a team of individuals from various backgrounds.



SUCCESS STORIES



Muhammad Asif Gill
Agri Entrepreneur
Participant ECAM 2015

I have been one of the students of agribusiness since last 20 years. I have an exposure of working with a multinational group in Pakistan Agri sector. It was until 2015 when I came across this majestic programme ECAM which enlightened a new horizon of agribusiness to me. It is designed as a mini MBA of agribusiness, which helps you to broaden your vision.

After completing ECAM, I was able to lay the foundation of my own company Greenland Zone. It is a company built around the concept from “Grass to Glass” which is to provide Pakistan farmer with product, technology and knowledge under a single umbrella. We would like to thank LUMS and ECAM for providing us the tools and skills to become entrepreneur and serve the Pakistani farmer community in this sector. I would strongly recommend to upcoming agricultural entrepreneurs and seasoned job personnel to be a part of this outstanding programme that will groom you into a better version of life.

ECAM gives you **vision, knowledge and exposure** in a way that enables you to find opportunities in the whole value chain and break your hardcore toward entrepreneurship journey.



Dr. Abdullah Javid
Professional Dairy Consultant
Participant ECAM 2017

I had been working as a farm manager at multiple mega dairy projects for more than ten years. It was fortunate that I had a chance to be part of the ECAM programme in 2017. It gave me the confidence to be more productive in my last job role and also in initiating my own consulting business. In this programme I learned the **tools and skills required** to execute my idea that I presented in the ECAM entrepreneurship module. The programme gave me a deeper understanding of multiple aspects of business, including value chain, accounting, finance, marketing and branding.

I strongly recommend this programme to all professionals, entrepreneurs and managers involved in the agribusiness. My best wishes for ECAM!

SUCCESS STORIES



Anwer Ahsan Khan
Agri Entrepreneur
Participant ECAM 2017

ECAM is a completely new learning dimension for Agribusiness stakeholders. It prepares you to make strategic decisions with help of leading edge knowledge and skills of management in a prestigious business school for success in agribusiness environment.

This course enabled me to tap the potential from my existing resources in a much better and systematic manner. I was able to establish collaborations with Mandi Express in Karachi and availed the opportunity of sending my farm produce from one corner of the country to another corner and earned almost double returns. Currently I am working on a business model for export of my fruit to European Market and I am targeting my first export very soon. This all is indebted to the confidence and the skill sets provided by ECAM to look for opportunities **beyond the conventional Agribusiness approach**. Thank you ECAM!



Omar Mukhtar
Director - Matra Asia Pvt. Ltd.
Participant ECAM 2014

Living in Pakistan and being engaged in the agriculture sector, I was intrigued with the agribusiness course at LUMS and recognised 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.

Before entering the programme I was running - Matra Asia Pvt. Ltd; a company that provided raw materials to the animal feed 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 nation's lackluster dairy industry, by providing farmers of all sizes with products and services of the highest quality from both local and international sources. 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 has helped me change the course and destiny of my personal life and company's future.

PROGRAMME STRUCTURE AND MODULE COVERAGE

AGRIBUSINESS VALUE CHAIN AND TECHNOLOGY

- Identify activities and stakeholders in the value creation for any agribusiness
- Examine various stages of value chain such as the original production, processing, packaging, distribution, and consumption
- Evaluate strengths and weaknesses of an agribusiness's current value creation process

DAIRY ECONOMICS AND FARM MANAGEMENT

- Effective and efficient dairy farm operations
- Use of technology to enhance operational efficiencies
- Build acumen to assess potential and real macroeconomic drivers in dairy sector

ACCOUNTING AND CONTROLS FOR AGRIBUSINESS

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

MANAGING HUMAN RESOURCES

- Analyse 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 and 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

MODELLING AND PROBLEM SOLVING

- Introduce the concepts, methods, and techniques of data management
- Using problem solving and decision making frameworks for agribusiness problems.
- Introduce various problem solving tools

FINANCE FOR AGRIBUSINESS

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

ENTREPRENEURSHIP

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

MANAGING TECHNOLOGY AND INNOVATION

- Understand technological innovation – innovation scope and size
- Challenges associated with adoption of innovation in agribusinesses of developing countries
- Using technology and big data to make managerial decisions in agribusinesses



WHO SHOULD ATTEND

ECAM is specifically designed to meet the needs of:

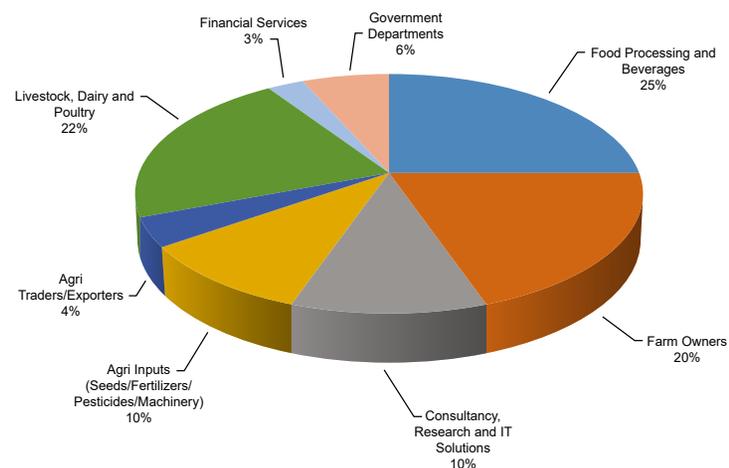
- Agribusiness managers, processors, producers, providers of Agri-credit, farm managers and others involved at various stages of the agricultural value chain.
- Potential and current investors in high-value agriculture, livestock and dairy farming and agribusinesses; agriculture commodity traders and 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 participants have included executives from various agribusiness segments, Agri entrepreneurs, farm owners, and others involved in the agribusiness value chains. Diversity of ECAM participants brings together enormous experiences and agribusiness knowledge, creating an enriching learning environment and networking opportunity. Participant diversity is a distinctive strength of the programme.

Area Wise Distribution of Participation (ECAM 2014 – 18)



PROGRAMME DIRECTOR

Shakeel Sadiq Jajja

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

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 customised executive education programmes and consultancy services to international organisations including USAID and IRG and Pakistani organisations including Government of the Punjab, Qadri Group, Institute of Business Administration Sukkur, Air University, and Peshawar Electric Supply Company.

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

MODULE DIRECTORS

Abdur Rahman Malik

Assistant Professor, LUMS
PhD, Lahore University of Management Sciences, Pakistan

Asad A. Alam

Assistant Professor, LUMS
MBA, University of Wisconsin-Madison, United States of America

Fazal Jawad Seyyed

Director Accreditation, LUMS
PhD, University of Arkansas, United States of America

Muhammad Luqman Awan

Teaching Faculty, LUMS
PhD Scholar, University of Stirling, Scotland

Omaid Haroon

Assistant Professor, LUMS
PhD, Accounting, The Hong Kong Polytechnic University, China

Syed Zahoor Hasan

Professor, LUMS
PhD, Stanford University, United States of America

Tanveer Shehzad

Associate Professor, LUMS
PhD, University of Groningen, Netherlands

TALKS BY THE INDUSTRY EXPERTS

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

GUEST SPEAKER	TITLE/ORGANISATION	GUEST SPEAKER	TITLE/ORGANISATION
Ahmed Umair	COO, Green Revolution (Pvt.) Ltd.	Sikandar M. Khan	Chairman, Millat Group of Companies
Shakeel Rizvi	Agriculturist	Magdi Batato	MD, Nestle Pakistan
Muhammad Farooq Khan	Agro Commercial Manager, Pepsi Co. Pakistan	Syed Babar Ali	Pro Vice Chancellor, LUMS
Ali Raza	Head Agri & Agri SME Division, Faysal Bank Ltd.	Asif Ali Shah	Ex-Country Manager, Pioneer Pakistan Seed Company
Tahir Munir	Founder & CEO, Kevlaar	Shaukat Ali	CEO, Yuksel Seeds
Tariq Zaman	Director, Naimat Naturals	Ahmed Sajjad	CEO, DRDF
Habib Saqib	Head of Digital Business, Easy Paisa, Telenor Pakistan	Nadeem Tariq	CEO & Director, Niha Tech Pvt. Ltd.
Sajjad Moghal	Sr. Development Adviser, USAID	Noshin Sarfraz	President, Lahore Floriculture Society
Syed Shariq Bukhari	Sales Effectiveness Lead - Asia & Africa, Monsanto	Ayesha Gulzar	National Coordinator, Agribusiness Support Fund
Mr. Hamayun Aziz	Owner, Aziz farms	Hamid Malhi	President/CEO, Basmati Growers Association Director, Farmers Associates of Pakistan (FAP)
Dr. Aleem Bhatti	Director, Big Bird group	Yaqoob Izhar	Director, Izhar Group
Afaq A. Tiwana	CEO, Farmers Associates of Pakistan (FAP)	Tahira Saeed	CEO, The Artisan Cheese Factory
Mian Shaukat Ali	CEO, Yuksel Seeds Asia Pvt. Ltd.	Kashif Umar Thanvi	General Manager and Head of Rural Banking, HBL
Jahangir Khan Tareen	Founder, JDW Group	Jack Moser	Chief of Party, Dairy Project USAID
Mubarik Ali	Ex CEO, Punjab Agricultural Research Board	Mansoor Nawaz	Director Marketing, Haleeb Foods Limited
Faisal Farid	CEO, Maxim International	Farooq Shahid	Country Manager, FMC Pakistan
Sajjad Rana	Chairman, Pakistan Poultry Association CEO, Ahsan Chicks Feeds	Farooq Haider	Founder: sabzi.pk
Waqar Ahmad	Sector Advisor Horticulture, Khemonics International Inc.	Kaleem Shah Bukhari	Head of Product, Ricult
Mohammad Khalid Mir	Ex Vice President, Engro Fertilizers Ltd.	Abdullah Aziz Khan	Coordinator, Market Development Facility (MDF)
Assenjee Bholah	Head of Farms, Ramzan Sugar Mills Ltd.	Muhammad Muneeb	Market Development Facility (MDF)
Zafar Khan	CEO, Sofizar & CTO Constellation CK Inc. Founder, Zacky Farms	Samie Cashmiri	Vice President, Life Sciences and strategy, ICI Pakistan
Zahid Khan	MD, Expert Systems Pvt. Ltd.	Humayun Aziz	Owner, Aziz Farms
Muzaffar Mahmood	Member, Board of Revenue Punjab	Abbas Raza	Director, Ricult Pakistan

ENHANCE PROGRAMME RELEVANCE THROUGH LOCAL CASE STUDIES AND TECHNICAL NOTES

As a part of the strategic initiative, LUMS continues to develop specialised case studies and technical notes related to agribusiness, enhancing relevance of programme 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: Mangoes, 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
- 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
- The Political Economy of Wheat Procurement in Punjab

EXPERIENTIAL LEARNING – FIELD VISITS

Field visits and interactions with agribusiness experts is an integral part of the programme, providing a good blend between theory and practice of agribusiness management. Below are few examples of field visits during 2014-18:

- Monsanto Research Centre (Manga Mandi)
- Oasis Farm (Manga Mandi)
- 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)
- Cheema Dairy Farm (Gujranwala)

ADMISSION PROCESS & POLICIES

To apply for the programme, 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 <https://redc.lums.edu.pk>

The deadline for application is August 15, 2019. 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 programme will only be confirmed once the payment is received.

PROGRAMME DURATION & FEE

The programme fee is PKR 150,000. The duration of the programme is 21 full-days of class contact, excluding field visits. The programme 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 9,500 per night per participant (inclusive of breakfast & dinner).

**Rooms reserved in advance are billed even if not utilised during the programme.*

***Residential charges are subject to 10-15% increase after June 30, 2020.*



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
Raising Executive Development Centre
Lahore University of Management Sciences
DHA, Lahore Cantt. 54792, Lahore Pakistan
Tel: +92-42-35608161 & +92-42-35608243

* LUMS is a non-profit organisation under the Income Tax Ordinance 2001. Accordingly, the income of LUMS is not tax deductible/collectable.

Note: REDC may cancel or postpone a programme due to insufficient enrolment or unforeseen circumstances. In this case, the University will refund the 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 programme or any other programme as an alternate to refund. The University reserves the right to make changes in its programme policies and fees at any time.

*This programme has been developed by LUMS
and is being offered in collaboration with Tetra Pak
as part of Sustainable Value Creation initiative*



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