For more than 50 years, global business leaders have gathered at the Agribusiness Seminar to discuss the changing agribusiness landscape. You will help to shape the future of this vital industry and discover new ways to build competitive advantage.

This program will help you:

- Create a strong future for your business—and for the planet and its people
- Gain insight into shifts in market demand, regional and global trends, and local operating realities
- Navigate rapid changes in technologies, consumer trends, geopolitics, and natural resources
- Evaluate domestic and international opportunities in a global context and identify your best routes to growth
- Anticipate changes in industry structure that could affect how you do business
- Maximize potential and reduce risk as you expand into new countries and regions
- Adopt innovative practices from within and outside your sector to improve your market position
- Build strong alliances that will drive growth and profit for your business

WHAT YOU WILL LEARN

Faculty presentations, group discussions, and industry guest speakers explore critical business, economic, political, environmental, and social issues. The 2019 seminar features new cases from around the world that will spark novel thinking about industry challenges and opportunities. Topics include:

- Driving strategic objectives forward while mitigating risk, controlling cost, and capturing value
- Creating a more resilient, sustainable supply chain
- Meeting the demand for transparency and sustainable sourcing across the supply chain
- Designing strategies for market challenges and connecting effectively with consumers within target markets
- Understanding how technology is changing consumer behavior
- Working with government to promote national and regional food security
- Assessing the potential of innovative business models, novel investment vehicles, and technology-enabled distribution strategies
- Overcoming barriers to the effective implementation of business practices and governmental policies
- Maintaining momentum in the face of climate change, regulatory and policy uncertainty, fluctuating commodity supplies, and price swings
- Exploring the future of farming in developing and mature markets

WHO SHOULD ATTEND

Experienced leaders, ranging from senior executives in large multinational companies to heads of family businesses and agribusiness entrepreneurs, in all sectors of the industry, who drive strategy for their firms.

“...The program has helped me track shifts in our environment and figure out how to shape the business accordingly.”

Josef Rupp
CEO, Rupp AG, Austria
LIVING. LEARNING. THE HBS EXPERIENCE.

Though it comes from within, transformation often requires a catalyst. And for many business leaders, HBS Executive Education has been that catalyst. Here, you’re fully immersed in a transformational living-learning experience, networking with executives from around the world, and engaging in programs led by experienced HBS faculty. It’s a holistic experience that will enrich your career—and your life.

Value—Many of our alumni and participants call HBS Executive Education a “life-changing experience.” That’s because in addition to building your expertise, you’ll examine where you’ve been—and where you want to take your career and your organization.

Learning experience—From case study discussions and small-group projects to simulations and dynamic lectures, you’ll have ample opportunities to deepen your knowledge, broaden your skill set, and collaborate with your peers.

Living on campus—During lively discussions with your living group, lunchtime conversations at the Chao Center, and evening excursions to Harvard Square, you’ll make new connections and form lasting relationships with your colleagues.

ADMISSIONS

We admit candidates to specific sessions on a rolling, space-available basis, and encourage you to apply as early as possible. Although most programs have no formal educational requirements, admission is a selective process based on your professional achievement and organizational responsibilities.

FOR MORE INFORMATION

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<table>
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<th>SUNDAY</th>
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| **Please Note:** This sample schedule is representative of the 2019 program structure and content. Timing and session topics are illustrative and subject to change for future iterations. | **7:00–8:00 AM**  
Breakfast | **7:00–8:00 AM**  
Breakfast | **7:00–8:00 AM**  
Breakfast |
| **8:00 AM–4:00 PM**  
Check-In and Registration | **8:30–9:45 AM**  
Defining and Delivering Supply Chain Sustainability in Animal Protein | **8:30–9:45 AM**  
Generational Shifts in a Family Firm: Managing Change and Preserving the Mission in an Irrigation Giant | **8:00–9:15 AM**  
Soybean Trade in Volatile Times: Winners, Losers, and Future Prospects for Major Producers |
| **8:00 AM–4:00 PM**  
Check-In and Registration | **9:45–10:30 AM**  
Break | **9:45–10:30 AM**  
Break | **9:15–9:45 AM**  
Break |
| **10:30–11:45 AM**  
When the Path to Growth Threatens Culture and Brand Authenticity | **9:45–11:00 AM**  
The Pros and Cons of Spearheading Science-Based Product Claims |
| **11:45 AM–1:30 PM**  
Lunch and Discussion Groups | **11:45 AM–1:30 PM**  
Lunch and Discussion Groups | **11:45 AM–1:30 PM**  
Lunch and Discussion Groups | **11:00–11:30 AM**  
Break |
| **1:45–3:00 PM**  
Marrying Nature Conservation and Economic Development: Prospects for NGO-Firm Partnerships to Shape the Aquaculture Industry | **1:45–3:00 PM**  
Marrying Nature Conservation and Economic Development: Prospects for NGO-Firm Partnerships to Shape the Aquaculture Industry | **1:45–3:00 PM**  
Immigrant Workers: The Risks and Responsibilities of Agriculture Firms in a Troubling Labor Environment | **11:30 AM–12:45 PM**  
Branding in Fresh Produce: Industry Coordination, Quality Standards, and Innovation in the Kiwi Industry |
| **3:00–3:45 PM**  
Break | **3:45–5:00 PM**  
Food Security Policy and Agribusiness Strategy in a Market Facing Structural Change | **3:45–5:00 PM**  
Marketing Food and National Image: Creating Value and Cultivating Markets for a Country’s Agribusiness | **12:45–1:00 PM**  
Program Wrap-Up |
| **5:00–5:10 PM**  
Program Overview | **5:10–6:10 PM**  
Climate Change: Implications for the Agribusiness Industry and Individual Firm Strategy | **5:30–6:30 PM**  
A Recipe for Digital Disruption | **1:00 PM**  
Check-Out and Departure |
| **6:15–8:30 PM**  
Opening Reception and Dinner | **6:30–8:45 PM**  
Reception and Dinner | **5:30–8:00 PM**  
Closing Reception and Dinner | **8:30–10:00 PM**  
Discussion Group Meeting |
| **8:30–10:00 PM**  
Discussion Group Meeting | **8:45–10:15 PM**  
Discussion Group Meeting | **8:00–9:30 PM**  
Discussion Group Meeting | **8:00–9:30 PM**  
Discussion Group Meeting |
YOUR LEARNING ENVIRONMENT

COLLABORATIVE LIVING GROUPS

At HBS, you will be placed with a carefully selected living group of peers whose members span industries, countries, and functions. This diversity of perspectives enriches your learning experience and expands your global network.

PREMIUM ACCOMMODATIONS AND AMENITIES

Modern, well-appointed living arrangements feature private bedrooms and bathrooms, spacious common areas, state-of-the-art technology, dining facilities, and a range of hotel-style amenities including housekeeping and dry cleaning.

PRIVATE FITNESS AND WELLNESS OFFERINGS

State-of-the-art fitness center features extensive fitness equipment; a walking/jogging track; basketball/racquetball/squash/tennis courts; swimming pool; locker rooms with whirlpool/steam/sauna; fitness classes; personal trainers; nutritionists and more.

HISTORIC AND CULTURAL HUB

HBS is located in the historic Boston-Cambridge area. Harvard Square is within walking distance, and you'll find a rich array of arts, music, sports, dining, shopping, and other recreational activities easily accessible from campus.

FOR MORE INFORMATION, please contact a Program Advisor at: executive_education@hbs.edu | 1-800-427-5577