

Business Management Programs



*Practical and strategic
education for leaders
in agriculture*

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 25 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.

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

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.

*Todd Charteris
CEO, Rabobank New Zealand*

Meet leading farmers from every industry



10%
Beef



1%
Cotton



25%
Grains & Oil seeds



12%
Dairy



15%
Horticulture



15%
Mixed Farming



20%
Sheep Meat/Wool



2%
Other

*Indicative representation of sectors from recent programs
Based on 2023 participants, post program evaluation

Which Business Management Program is right for you?



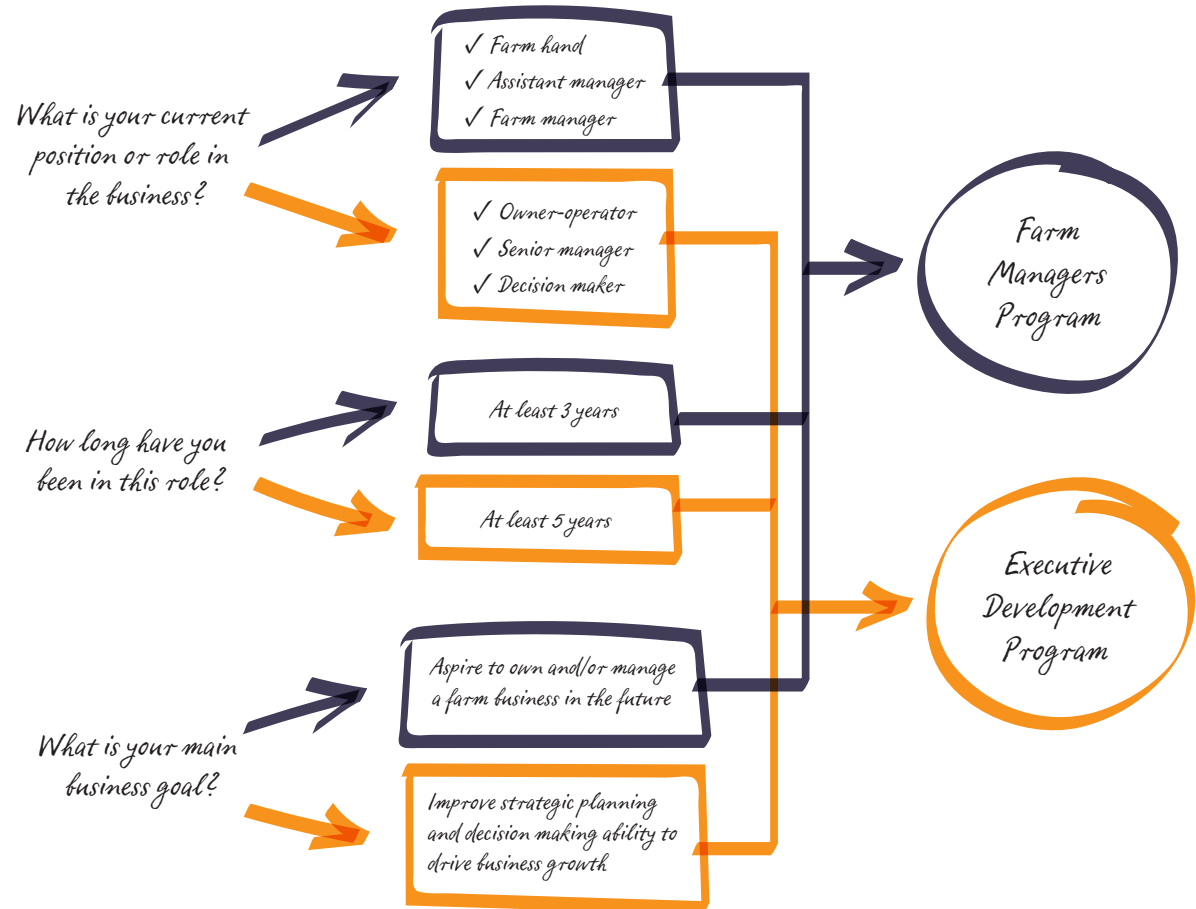
Both Business Management Programs offer an invaluable opportunity to learn from business professionals and network with leading farmers from a diverse range of industries. Tertiary qualifications are not a prerequisite for either program.

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 visit to a local farming operation, to see how improved business planning has paid off for successful farmers in various sectors.

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.

"I applied for the Rabobank Farm Managers Program (FMP) to improve my management skills. The topics covered really appealed to me, in particular 'Sustainable Farm Business Planning'. Having studied business management at university I saw the FMP as a great opportunity to build on and refresh what I had already learnt.

One of the most valuable aspects of the FMP is being able to learn from my peers, farm managers from a diverse range of commodities and businesses from across Australia and New Zealand. Many of the activities involved group discussion, and it was great to debate, challenge my own thinking and learn from each other.

The post-FMP 'Management Project' is a great opportunity to put the skills learnt over the week into practice.

I would highly recommend the FMP to anyone in a management position or looking to take the next step in their career. Not only does it give you the building blocks for a successful career in farm management, it opens doors to invaluable new connections and friendships."

Anna Cotton, FMP 2023
Wool Grower/ Wine Grower
Tasmania, Australia



Farm Managers Program, course 18



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 business planning
- Insights into successful farming operations

2024 Program dates

Sunday 16 – Friday 21 June 2024, 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

2024 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
- Farm or business visit
- 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 Executive Development Program (EDP) was recommended to me by my employer and it helped me better understand the running and managing of the farms.

The Program really highlighted the key areas that needed focus, in order to make my job easier and so I don't get bogged down with the less important issues.

I have taken away a number of strategic tools that are helping me become a better leader with better communication skills, which are very important in my role.

The best part of the Program was meeting fellow participants in different roles, industries and locations who are working together for a common goal. I learned so much from the other participants and am grateful for the opportunity to have been on the Program.

I would highly commend Rabobank and the organising staff for the way they hosted us and look forward to being part of the Alumni."

*Jacques Du Preez, EDP 2022
Avocado Grower
Western Australia, Australia*



Executive Development Program, course 25



What you will learn:

Module One

- Identifying your management style
- Effective communication and influencing skills
- Financial management
- Benchmarking for decision-making
- Strategic planning for long-term growth
- Sustainability 1
- Global market and supply chain economics
- Foundations of governance
- Health and well-being strategies to help realise your potential

Module Two

- Effective leadership skills
- Strategy implementation
- Financing growth opportunities
- Sustainability 2
- Negotiation skills
- 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 26

Module One: Sunday 25 – Friday 30 August 2024

Module Two: Sunday 27 July – Friday 1 August 2025

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

2024/2025 Program fee

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

NZD 17,400 (NZD 16,400 for current Rabobank clients)

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

Program fee includes:

- All sessions, presentations and course material
- 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, 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 360 debrief session
- 2 night's 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 night's 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, 30 July 2025 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 25 years and now have an incredible community of more than 1,300 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.

Annual BMP Alumni Tour

The annual Alumni Tour is open to all graduates of Rabobank's Farm Managers Program and Executive Development Program. Partners and spouses are also welcome. The tour alternates each year between regions across Australia and New Zealand. Hosted by our EDP Program Director, the tour includes visits to a number of innovative agricultural enterprises.

"I was looking for an opportunity to learn more about the business side of farming, and how to go about succession planning. Our Rabobank manager recommended the Farm Managers Program (FMP) as a high-quality course with a great reputation so I was quick to apply.

I found the FMP to be revitalising as it pushes you to think about all aspects of your business, from people management and the so-called soft skills, to benchmarking balance sheets and finding opportunities to grow your business sustainably. Being surrounded by other positive, forward-thinking participants with a passion for agribusiness was invaluable, and I have made some life-long mates from the program.

The FMP 'Management Project' is a very motivating part of the program as it pushes you to use and develop the tools and theories covered in the course. It gave me both the knowledge and the confidence to start a small side-business that I had always wanted to have a crack at, but never seemed to get started.

I would recommend the FMP to any farm manager who has a desire to learn more and grow their business. It was a great experience and has been hugely valuable to my farm management career."

Patrick Allen, FMP 2023
Sheep & Beef Producer
East Coast, New Zealand



Grow with us.

Further Information

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We have considered the environment when producing this document.