

# AgriFood

Executive Global Program

Bespoke Education



# A bridge to board-level performance

The AgriFood Executive Global Program offers a holistic, farm-to-fork learning experience that merges insights on global leadership with the latest technological innovations paving the future of the industry.

Responsible for feeding humanity, the agrifood industry faces colossal challenges. In the wake of pressures on natural resources, rising inequality and fallout from climate change, the world risks the possibility of food shortages by 2050 unless productivity significantly increases. Against this backdrop, traditional leadership and business models no longer suffice.

The AgriFood Executive Global Program (AEGP) offers insights aimed at helping participants better navigate in this highly complex context. Over three modules, the learning experience combines IESE Business School's broad knowledge in global leadership with Wageningen University & Research's expertise in the agrifood sector and its game-changing technologies.

Delivered on three continents – Europe, South America and Africa – the AEGP follows the evolution of the Green Revolution and its underlying drivers in distinct geographies. Agrifood executives emerge with a stronger grasp of the sector's dovetailing dynamics and leadership essentials to magnify their business performance.





**The AgriFood Executive Global Program offers a stimulating learning and networking forum that broadens participants' perspectives and opens their eyes to new sources of corporate growth and competitive advantage.**

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# Program outline

The AEGP provides a platform for dynamic insider interaction on the challenges and opportunities facing agrifood executives today. Participants embark on a high-impact learning journey that features a blend of diverse learning methodologies, company visits and real-life business cases.

The experience begins with an online pre-program to optimize learning and prepare the terrain, followed by three intensive modules in the Netherlands, Brazil and Kenya.

## **Pre-Program Learning**

### Laying the foundation

The program starts with three synchronous online sessions that connect AEGP participants through a Virtual Classroom. In real time, they debate and discuss business cases and participate in interactive lectures.

#### **Core topics:**

- Digital transformation
- Sustainable development
- Industry 4.0



# 1

## Module ONE

### Understanding the business landscape

The international scope of the agrifood industry has expanded dramatically since the Green Revolution first took root, with cross-border value chains giving rise to a network of new cooperative ventures.

In this module, participants examine the most relevant trends and global shifts impacting the industry, including food security, sustainability, climate change, digital transformation and evolving consumer behaviors.

#### Core topics:

- Global trends: the impact of geopolitical dynamics in the agrifood sector
- Decision making in VUCA contexts
- Managing the global agrifood value chain
- Customer centricity: value creation and customer expectations
- Leveraging digital technologies
- Leading teams in the digital age
- Strategic thinking

**Date and Location:**  
October 7-11, 2019  
The Netherlands

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## Module TWO

### Strategic frameworks for smart business development

More than ever, success in the agrifood industry requires the ability to effectively develop and implement solid corporate strategies. This module is designed to help participants boost their ability to design and execute robust business strategies capable of withstanding internal and external industry pressures.

Using a highly practical approach, the module also explores entrepreneurial initiatives and other drivers that play a role in bolstering long-term corporate sustainability.

#### Core topics:

- Setting the context for innovation
- Reshaping business models
- Scaling innovations in the agrifood sector
- Operational excellence: lean management
- Operational excellence: food safety
- Design of smart and sustainable strategies for global value capture
- Executive Challenge: Round 1

**Date and Location:**  
January 20-24, 2020  
São Paulo, Brazil

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## Module THREE

### Shaping the future leadership model

Transparency, health and sustainability, along with effective and efficient production methods, form the cornerstones of the agro-alimentary industry. Both consumers and producers want to know more about the origin, quality and safety of foods, as well as how its transport impacts the wider global footprint.

This module delves into the requisite leadership mindset to effectively recognize, navigate and respond to these challenges and tensions, and ultimately contribute to a more transparent and sustainable global ecosystem.

#### Core topics:

- Tools for strategy implementation
- Create an agile company through empowerment
- The building blocks of corporate reputation
- Ethics in leadership and governance
- Managing across borders
- Cross-cultural diversity
- Moving the organization: driving change
- Power and influence in a dynamic and complex agrifood environment
- Executive Challenge: Round 2

**Date and Location:**  
May 11-15, 2020  
Nairobi, Kenya

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# Participant Profile

The AgriFood Executive Global Program is specifically designed for business leaders in the agro-alimentary industry who seek to discover new approaches to drive and sustain competitive advantage.

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## **Participants**

The program targets executives with 10-15 years of experience, including at least five years in the agrifood industry.

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## **Admission**

To apply to the program, participants must submit their résumé and take part in a personal interview with the AEGP Admission Committee, comprised by academic directors from IESE and WUR.

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## **Language**

The program is imparted in English. Fluency is required for participation.

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Outstanding faculty specialized in the agrifood sector and global management lead the learning journey, exposing participants to innovative frameworks, perspectives and leadership tools to help them better compete in today's complex and fast-paced markets.



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# Learning methodologies

From case studies to simulations, the program integrates a broad range of methodologies to ensure an engaging and impactful learning journey.

**Case method:** A dynamic and practical approach to analyze real-life business scenarios and explore solutions among a range of plausible outcomes

**Workshops:** Discussion-based collaborations to broaden participants' outlook through peer learning

**Simulations:** Fully interactive exercises that replicate real-life challenges in the agrifood sector

**Roleplay:** Activities that enable participants to view leadership challenges through a new lens

**Video cases:** A platform that shows the faces behind the case studies and brings them to the classroom

**Action Learning:** Working in small groups, participants advance individual and team learning by examining real problems and deciding upon a course of action

**Online Learning:** Web-based contents including articles, videos and exercises to impart foundational knowledge

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## The learning contract

• Personal coaches with close industry ties and connections to IESE and WUR will work one-on-one with participants to magnify learning outcomes.

• The Executive Challenge is a vital component of the program. Using this methodology, each participant tackles an explicit organizational issue of their choosing and performs an in-depth analysis to pinpoint possible solutions. The AEGP strongly urges employers to attend since the resulting insights can directly benefit their firm.

• Participants are expected to actively engage in classroom discussion and successfully complete their Executive Challenge.

• Participation in all modules is required.





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# About us

The AgriFood Executive Global Program (AEGP) is a joint initiative of IESE Business School and Wageningen University & Research. This powerful alliance leverages the expertise of two globally recognized institutions to help participants enhance their strategic vision and identify new opportunities for growth.

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## IESE BUSINESS SCHOOL

IESE Business School was established in 1958 to develop business leaders who aspire to have a profound, positive and lasting impact on people, firms, and society. The school's humanistic and ethical foundation guides us in everything we do. Our commitment to responsible leadership and emphasis on people as the primary drivers of positive change are undoubtedly what set us apart.

IESE's partner-centric perspective, attested agility and broad network enable us to deliver unrivalled learning experiences anywhere in the world. IESE programs are consistently top-ranked by the most prestigious global media outlets, testament to our ongoing pursuit of excellence.

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## WAGENINGEN UNIVERSITY & RESEARCH

Wageningen University & Research (WUR) is among the world's premier universities. Our mission is "to explore the potential of nature and improve quality of life," with a focus on is on healthy food and living environments.

The Wageningen Academy organizes the WUR's Executive Education programs. The activities offered are an excellent way to stay abreast of the latest knowledge, developments and trends in healthy food and living environments. All our activities connect knowledge gained from the WUR with the habits and practices of daily life. "Today's knowledge, Tomorrow's business."

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## Sponsors

The development of this program is governance by the AEGP Foundation and is sponsored by:

**Provincie Noord-Brabant**



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# Take the next step

We won't ask for much.

Just your commitment to push yourself to your limits.

To optimize talent. To share with your peers and support them. To aspire towards leadership with integrity.

And to be the very best that you can be. If you're ready to take a decisive step forward, we are here to guide you.

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A Mark to Make  
A World to Change

