# TABLE OF CONTENTS

## Editor’s Introduction

The Human Capital Issue: Ensuring the Future of Food and Agribusiness

Mary Shelman*, IFAMA President, Boston, USA and Aidan J. Connolly*, Vice President, Alltech, Dublin, Ireland

## CHAPTER 1

### Human Capital in Agribusiness: Challenges and Opportunities

**Take Action Now to Attract the Next Generation of Agricultural Leaders**

Hugh Grant, Chairman, President & CEO, Monsanto, St. Louis, Missouri, USA

**Where are the Future Farmers to Grow Our Food?**

Hans Jöhr*, Corporate Head of Agriculture, Nestlé Vevey, Switzerland

**Winning the War for Talent**

Gregory J. Duerksen*, CEO, Kincannon & Reed, Waynesboro, Virginia, USA

**The People Question: Creating Global Advantage through Global Talent Initiatives**

T.P. Lyons, CEO, Alltech, Lexington, Kentucky and Aidan J. Connolly*, Vice President, Alltech, Dublin, Ireland

## CHAPTER 2

### Attracting, Developing and Maintaining Talent

**Agribusiness: A Great Career Opportunity for Talented People**

Vikram Puri, CEO, Mahindra ShubhLabh Services Ltd. Mumbai, India

**Doing More with Less in a Rapidly Changing Discipline: Smaller Agribusiness Faculties**

Joshua D. Detre, Assist. Prof. LSU, Baton Rouge, Louisiana, and Michael A. Gunderson, Asst. Prof. UF, Gainesville, Florida, USA

**A Dynamic and Flexible Undergraduate Curriculum: Preparing Agribusiness Students for a Continually Changing Agricultural Sector**

Sean P. Hurley, Assoc. Prof., and Xiaowei Cai, Asst. Prof., California Polytechnic State University, San Luis Obispo, California, USA

**The Doctoral Program of the French Ministry of Agriculture: An Institutional and Individual Win–Win**

Jean-Joseph Cadilhon, French Ministry of Agriculture, Montreuil-sous-bois, France

**Human Capital Development for the Management of F&A in India**

B.S. Sudarshan Rao, Managing Partner, Food & Agribusiness Management Consulting, Bangalore, India

**Achieving Corporate Learning Excellence**

Martijn F. L. Rademakers, Managing Director, Center for Strategy & Leadership Rotterdam, The Netherlands

*Conference Presenters, IFAMA 2012 Annual World Forum, Shanghai, China*
CHAPTER 3
Human Capital Development in a Global Industry

Powerful Diversity: Fueling Excellence through Ethnically Diverse Teams........................................57
Ernesto Brovelli, Senior Mgr., Horticulture, Processing & Ingredients, The Coca Cola Co. Atlanta, Georgia, USA

Developing Human Capital for Agri-Food Firms’ Multi-Stakeholder Interactions..................................61
Domenico Dentoni, Vincent Blok, Thomas Lans, and Renate Wesselink, Wageningen Univ., The Netherlands

An Agribusiness H.R. Issue: Succeeding at Succession in the Family Business....................................69
Frank Bradley, Emeritus Prof., University College Dublin, Ireland; Paul Hill, Chairman, West Liberty Foods, Iowa, and Aidan J. Connolly*, Vice President. Alltech, Lexington, Kentucky, USA

Inpatriates and Expatriates: Sources of Strategic Human Capital for Multinational Food and Beverage Firms Goudarz Azar, Graduate Student, Uppsala, Sweden .............................................................. 73

Cultural Dimensions of Human Capital Development...........................................................................81
Dennis M. Conley*, Professor, Department of Agricultural Economics, University of Nebraska, USA

CHAPTER 4
Meeting the Needs of a Rapidly Changing World

Human Capital Development for Agricultural Business in Nigeria......................................................89
S. T. Penda, University of Agriculture, Makurdi, Nigeria

Rural Team-Entrepreneurs: An Answer to Innovative, Multi-Disciplinary Human Capital Education.....93
Judit Katona-Kovács, Asst. Prof. and Noémi Bóta-Horváth, Ph.D Student, University of Debrecen, Hungary

Linking Agricultural Research with the Agribusiness Community from a Pro-Poor Perspective: The Importance of Human Capital Development.................................................................................103
Laura Donnet, Jon Hellin and Jens Riis-Jacobsen, CIMMYT, Mexico City, Mexico

Technological Transition and the New Skills Required by the Agribusiness Sector................................105
Renato Dias Baptista, Asst. Prof., Univ. Estadual Paulista, Costa Lopes, Brazil

CHAPTER 5
Innovation in Practice

Building a Talent Pipeline: Development of the ‘Alltech Mini-MBA’ .....................................................113
Aidan J. Connolly*, VP Alltech and Kate Phillips-Connolly, Dublin, Ireland

Human Capital Formation for Agribusiness: The Case of Zamorano University...............................121
Ernesto Gallo, Prof., Zamorano University, Honduras and Michael A. Boland, Prof. Univ. Minnesota, USA

Dealing with Cultural Differences in Public-Private R&D Projects: The Experience of the Australian Seafood Sector........................................................................................................................127
Domenico Dentoni, Asst. Prof. Wageningen Univ., The Netherlands and Francis English, Researcher, The University of Adelaide, South Australia

The PMA Foundation for Industry Talent.............................................................................................133
Margi Prueitt, Alicia Calhoun, PMA Foundation for Industry Talent, Newark, Delaware, USA, and Marianne van der Laarse, PMA, South Africa