



Tomasz Zdziebkowski | Spearhead International Ltd

Corporate Farm Management in Central Europe



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There was a land...

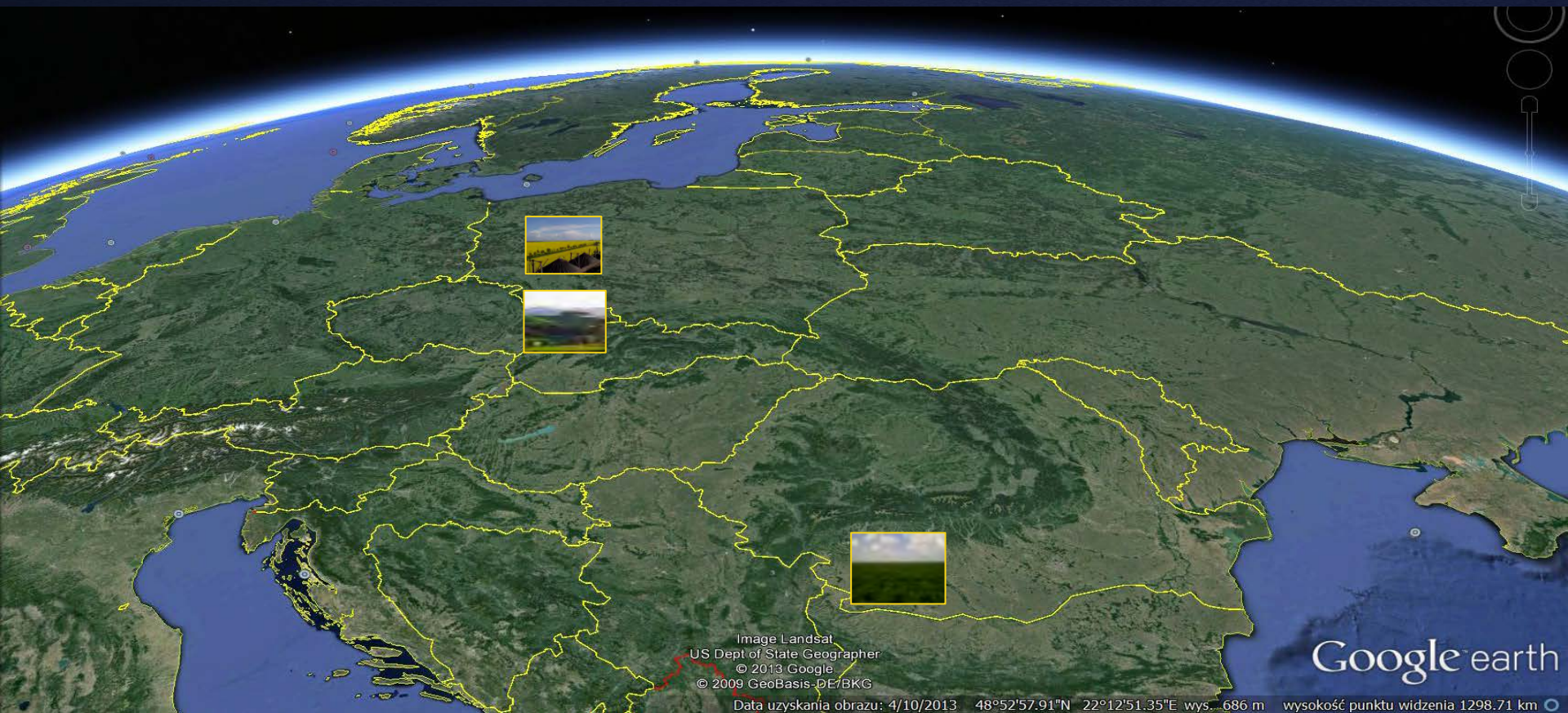
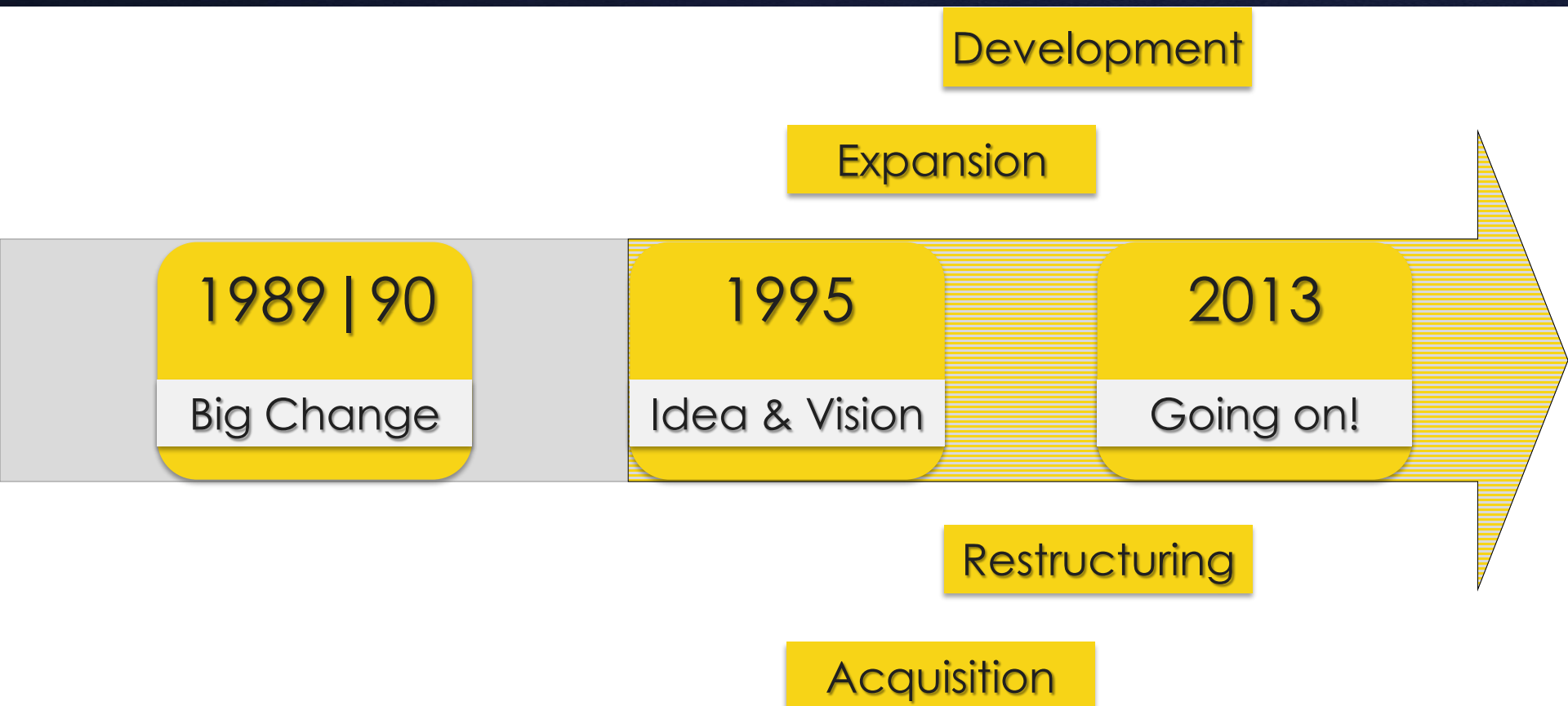


Image Landsat
US Dept of State Geographer
© 2013 Google
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Data uzyskania obrazu: 4/10/2013 48°52'57.91"N 22°12'51.35"E wys. 686 m wysokość punktu widzenia 1298.71 km



What we have been through?





Poland





Czech Republic





Romania





Transformation & land ownership

	PL		CZ		SK		ROM	
	1989	2011	1989	2011	1989	2011	1989	2011
COOPERATIVE FARMS	4,00%	0,00%	70,40%	23,40%	75,20%	2,31%	92,00%	0,00%
PRIVATE INDIVIDUALS & COMMERCIAL COMPANIES	76,00%	89,00%	0,00%	73,60%	0,00%	97,00%	0,00%	99,53%
OTHER	0,00%	8,50%	0,40%	3,00%	0,10%	0,66%	0,00%	0,39%
STATE OWNED COMPANIES	20,00%	2,50%	29,20%	0,00%	24,70%	0,02%	8,00%	0,08%

Is the difference really so huge?



Poland



Romania



Average Farm Size | 2013

CZ 89.0 ha

SK 76.7 ha

PL 10.4 ha

ROM 3.6 ha*

EU 22.0 ha



“ Everything is easy...
...until you don't have to do it





It's NOT a one-man job!



Management challenges



Management challenges. How have we changed it?



Specialization & Corporate approach required!





So what is the point?

Man \neq ~~Product manager~~
Product manager



Key assets?



Land



People Land



People

Capital

Land



Machinery

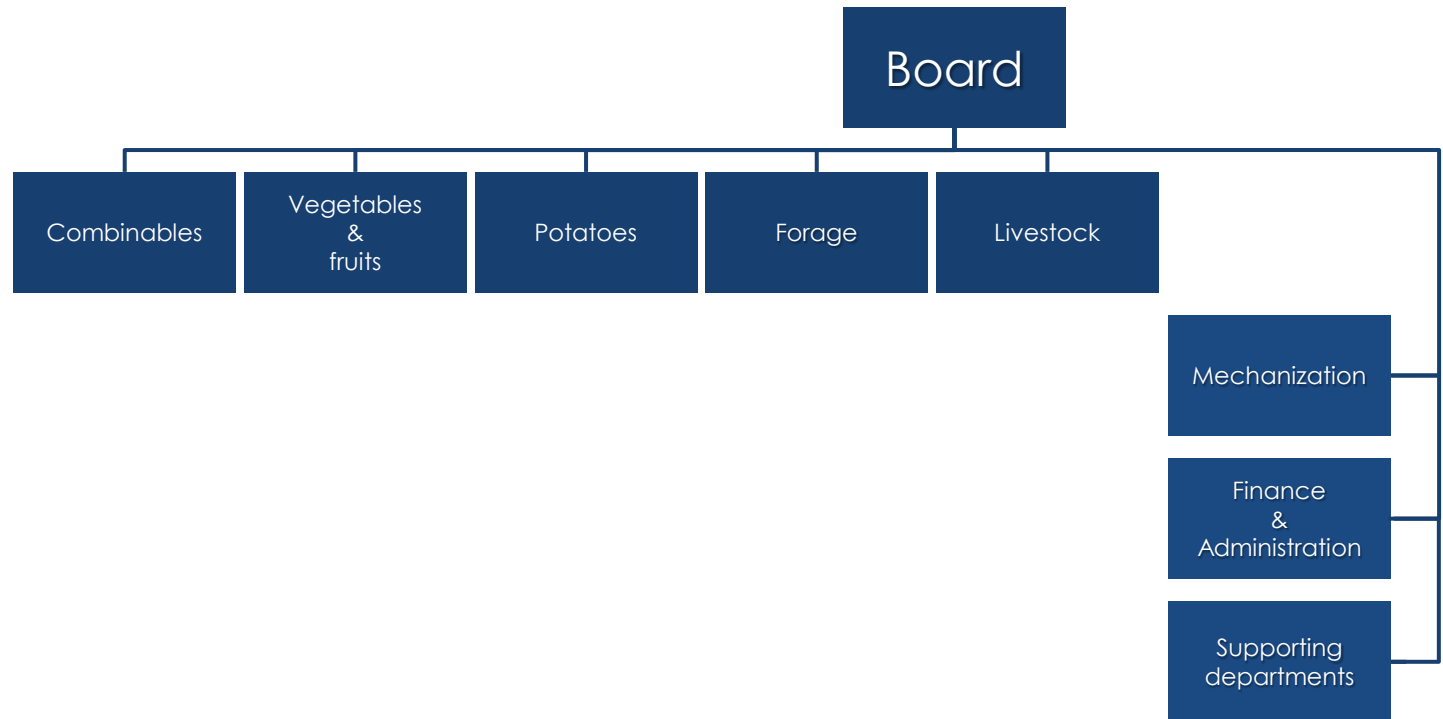
People

Capital

Land

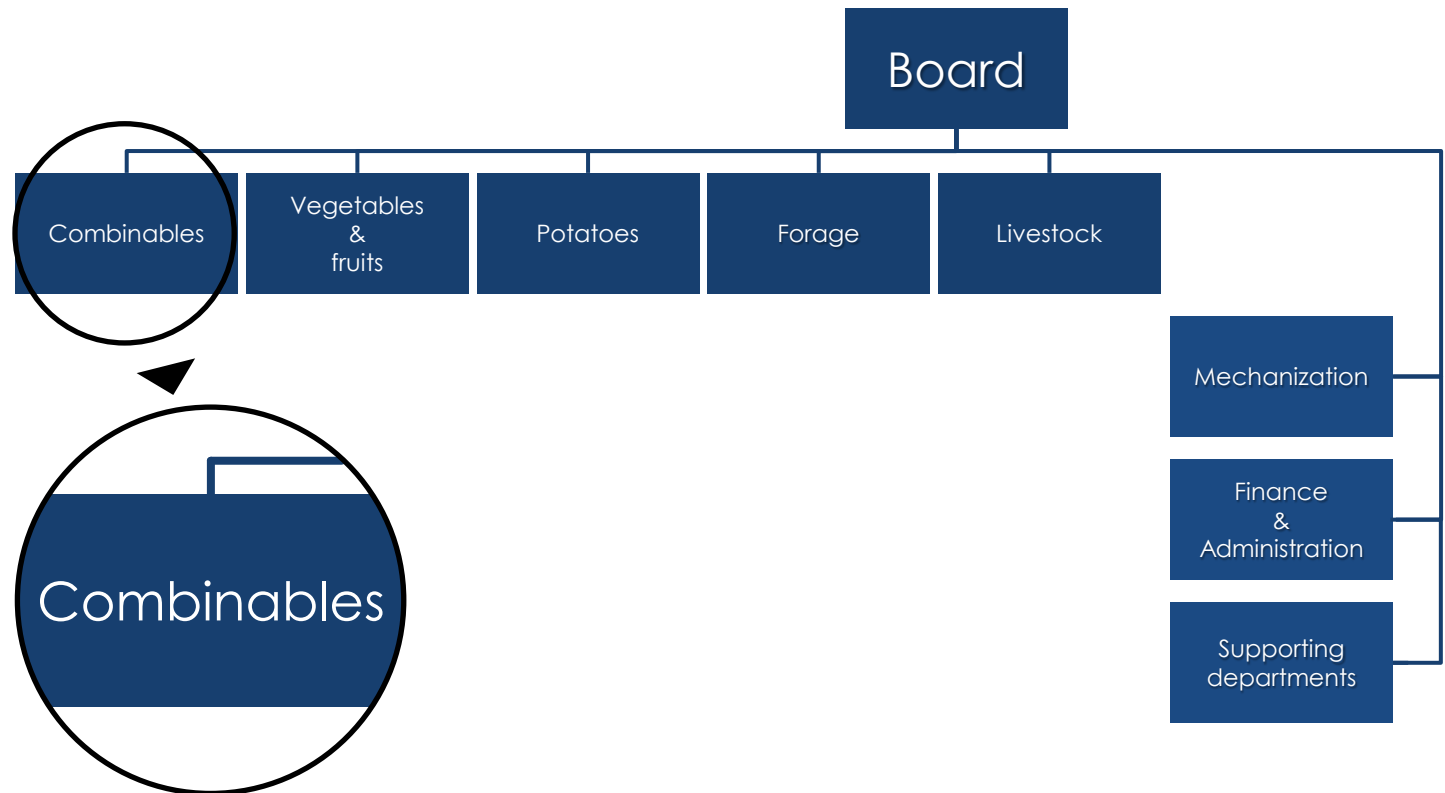


Farm companies organizational chart



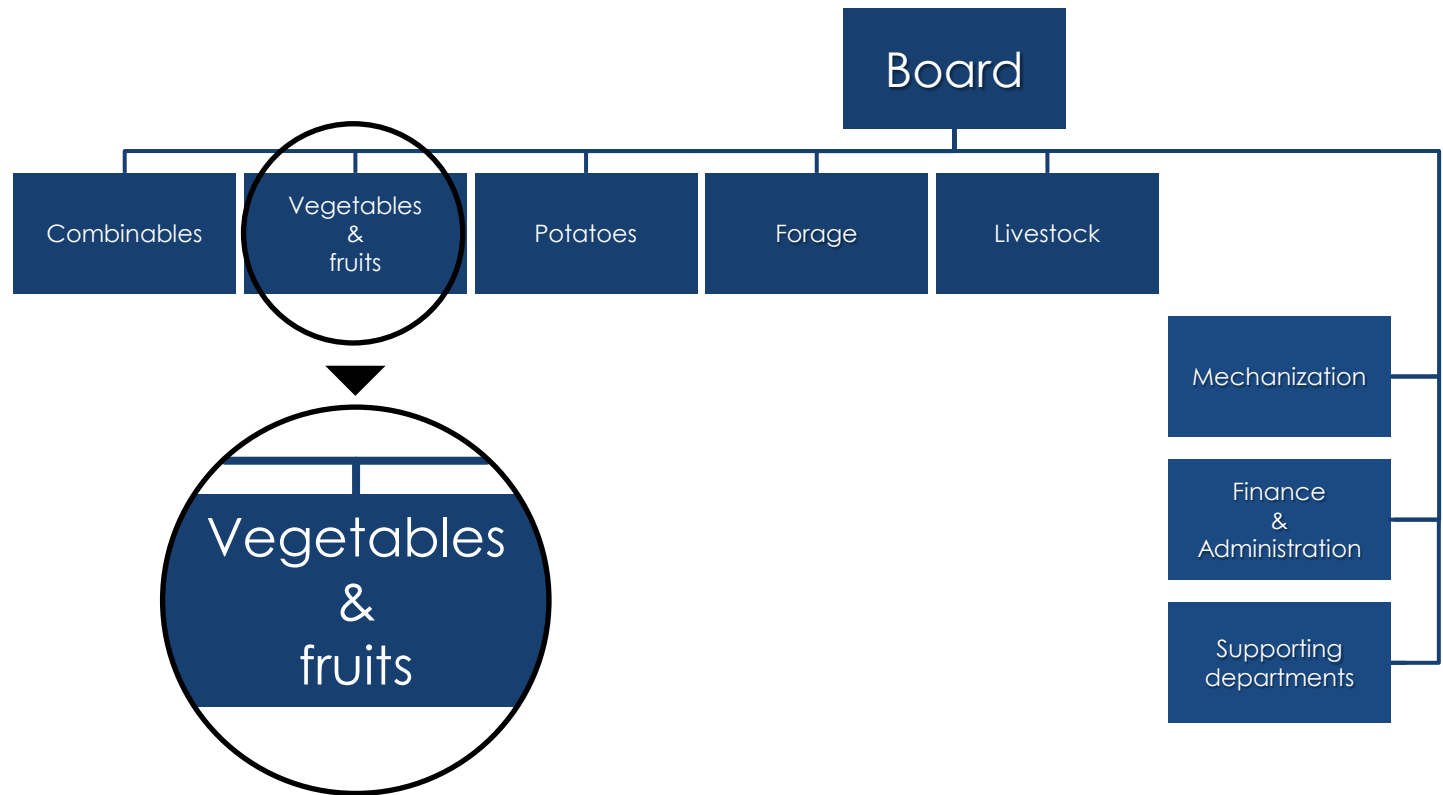


Farm companies organizational chart



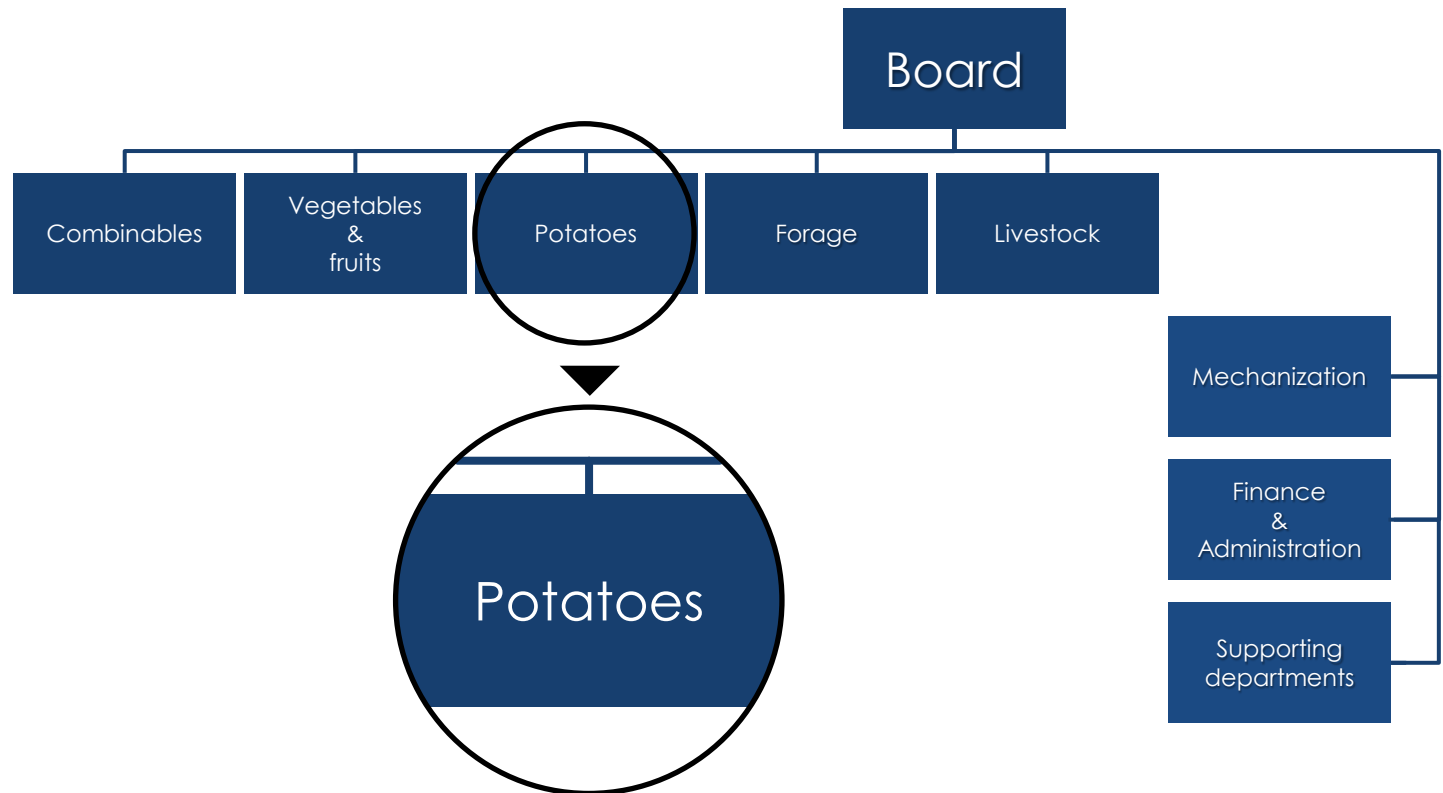


Farm companies organizational chart



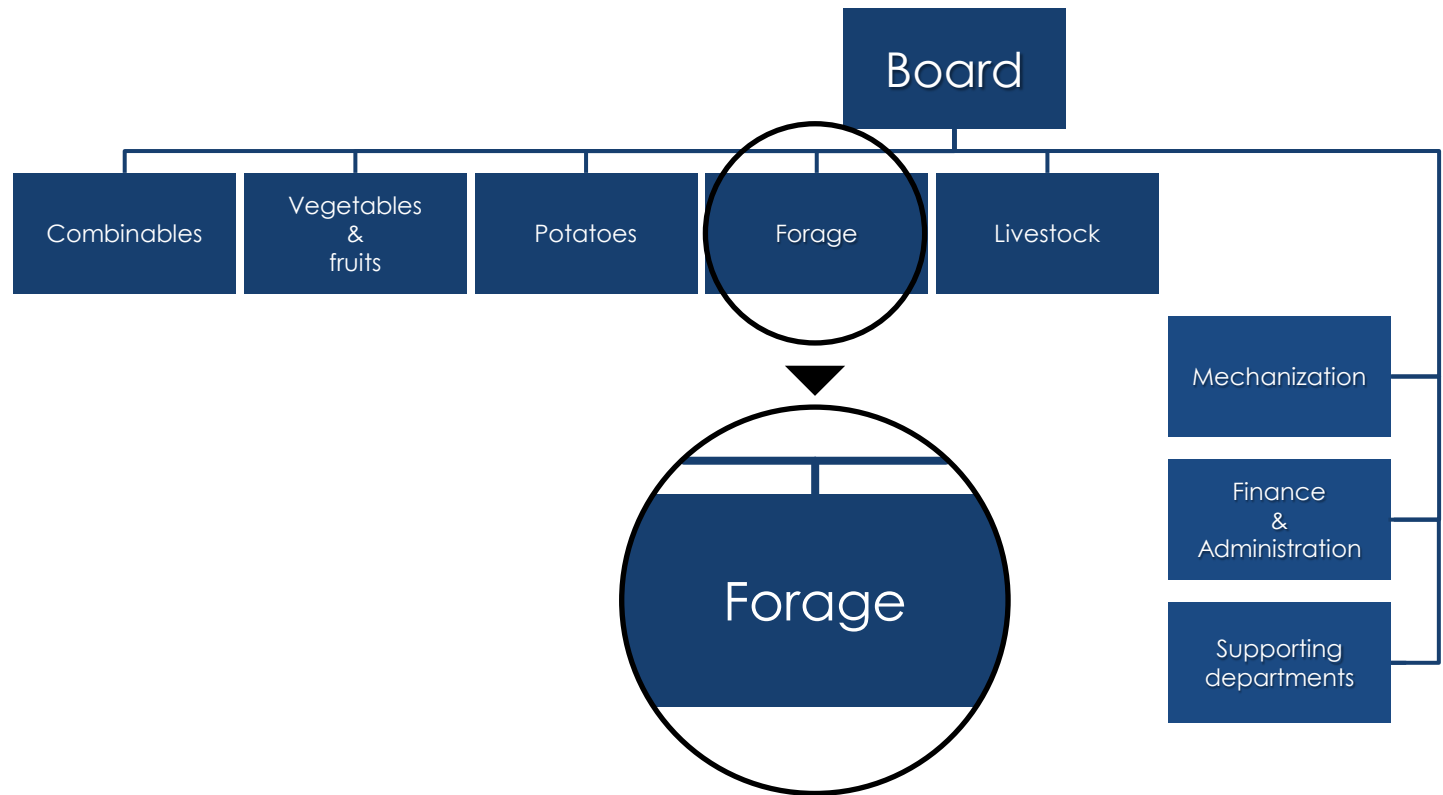


Farm companies organizational chart



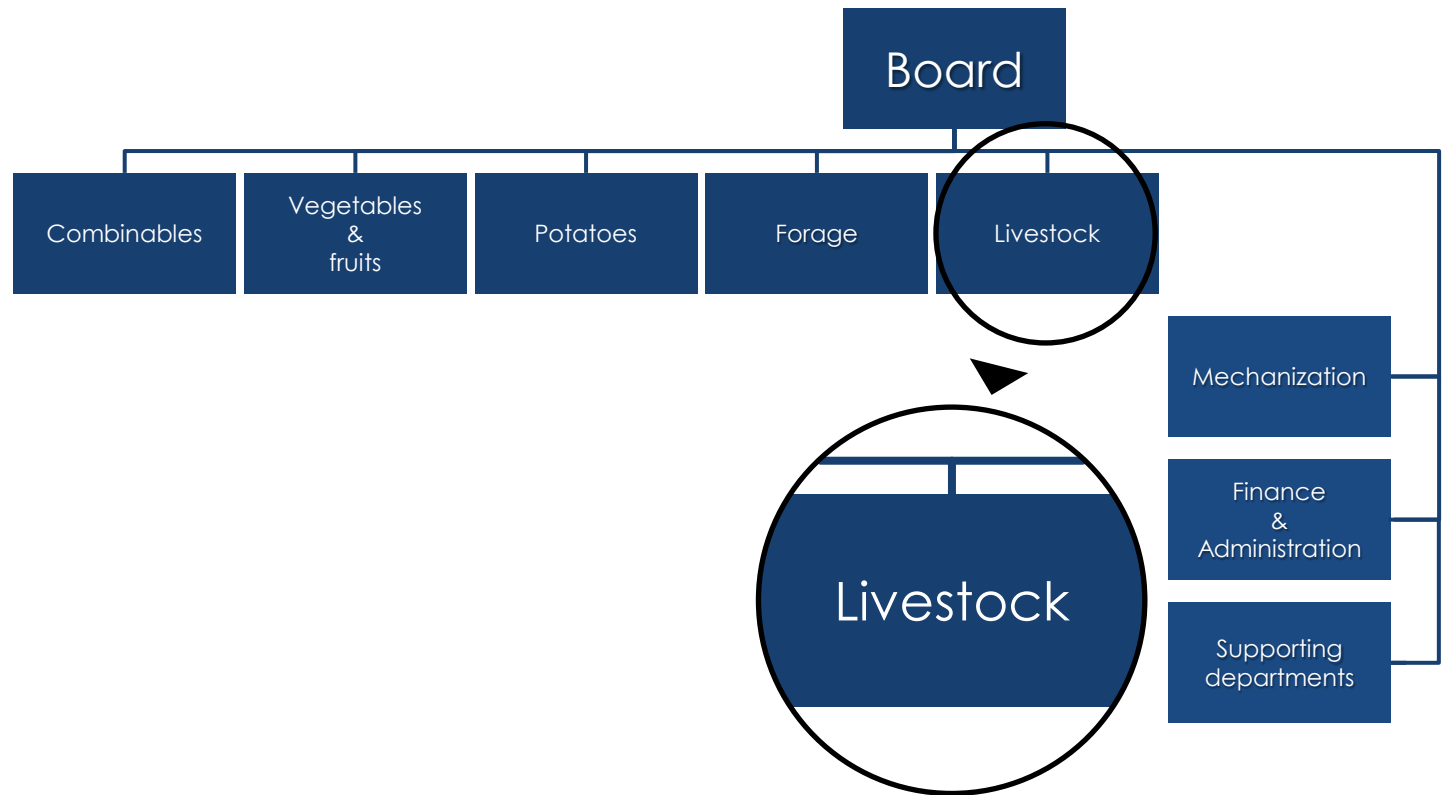


Farm companies organizational chart



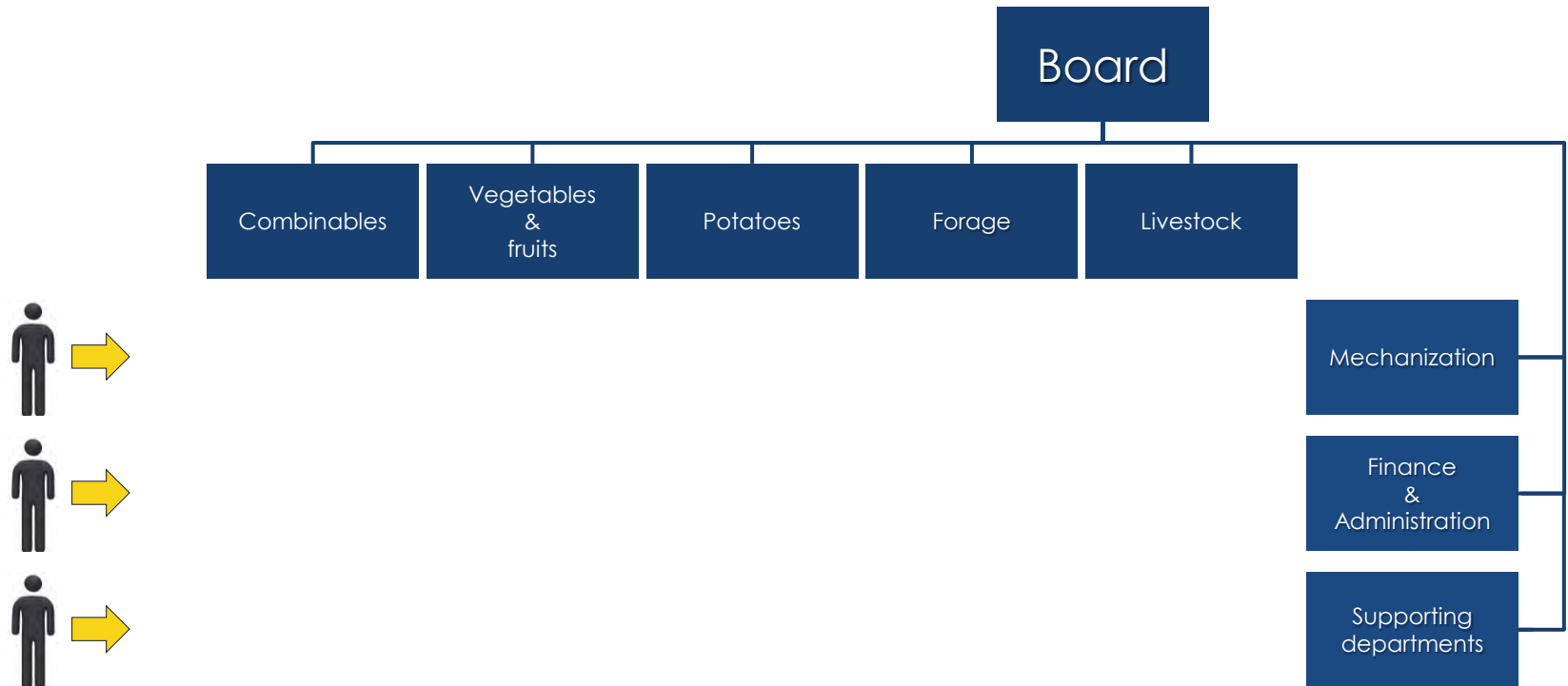


Farm companies organizational chart





Farm companies organizational chart





Key features of the structure

Local responsibility	Product oriented management
From unit (farm) to output	Supported by group
Internal synergies	Communication



Management information systems

Consistency and comparability

Budget and regular forecasts

M-report



Not measured? Not managed!

HECTARES

2.033

YIELD [T/Ha]

x 3.940



Not measured? Not managed!

INCOME PER
YIELD [t/ha]
HECTARE

3.240

AVERAGE PRICE
PER TONNE

x 1.830



Not measured? Not managed!

INCOME PER
MARGIN MT
HECTARE

3.280

Direct inputs

- 2.025



Not measured? Not managed!

MARGIN M2

3.485

Mechanisation
cost

- 1.781



Not measured? Not managed!

MARGIN M2

~~3.402~~

Crop overheads,
storage cost,
insurance

- 792



Not measured? Not managed!

MARGIN M3

3.782

Other income

+ 1.170



Not measured? Not managed!

MARGIN M3

3.388

Rent, land tax

- 454



Not measured? Not managed!

MARGIN M4

3.328

Operations
under/over
recovery

+ 98



Not measured? Not managed!

MARGIN M5a

~~3.356~~

Area aid

+ 930



Not measured? Not managed!

MARGIN M5a

4.354

Estate charges

- 192



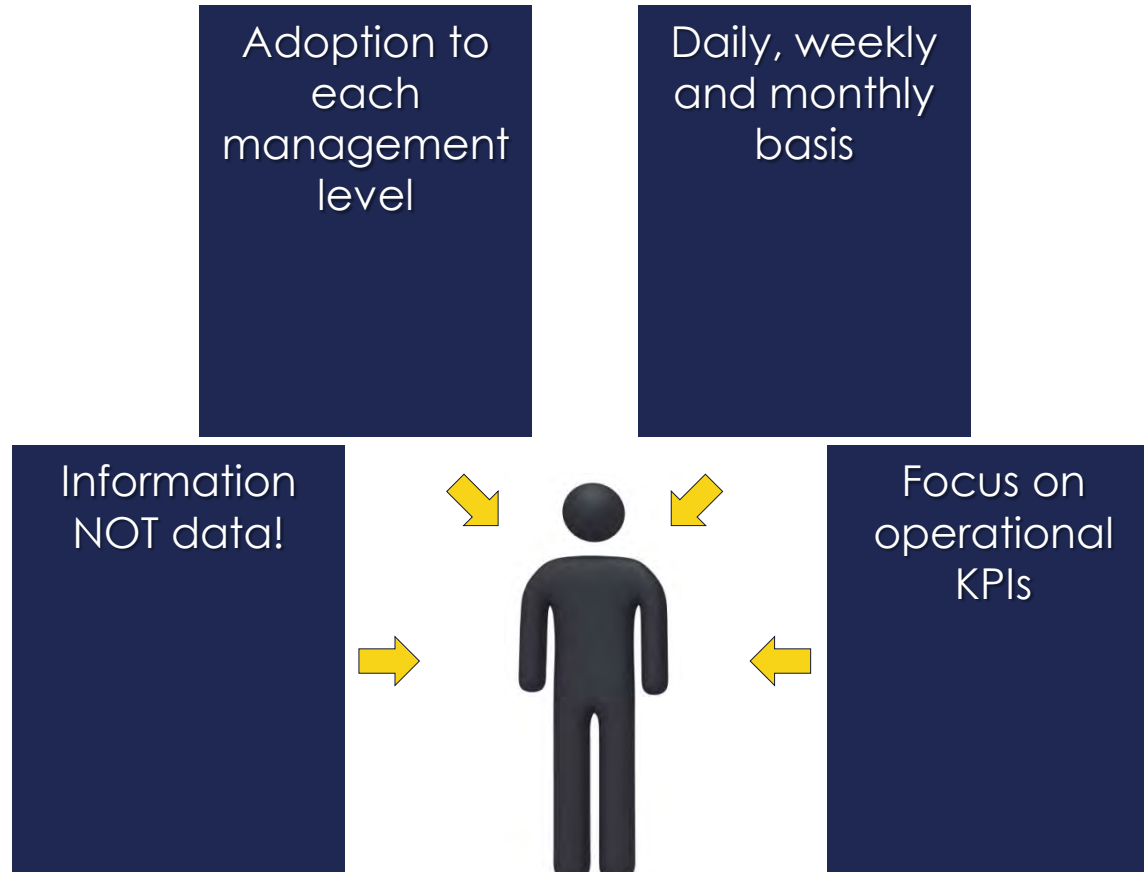
Not measured? Not managed!

MARGIN M5a

~~3.939~~

Overheads
(excluding
finance costs)

- 225

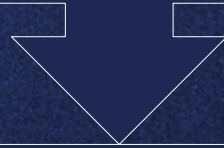


Operational reporting



Integrated financial reporting

Financial Management System



Enterprise Resources Planning System

Production management system

Authorisation and e-documents flow

Robust estimations and computations

Finance controllers on a day-to-day basis

A group of people are participating in an outdoor training exercise. A woman in an orange shirt and dark pants is balancing on a wooden beam. A woman in a maroon shirt and yellow pants is assisting her. Other participants in yellow, blue, and green shirts are standing nearby, some holding hands. The background shows a residential building with a brown roof and a clear blue sky.

Continuous trainings

Secure the land

Invest in PEOPLE

Provide the cash flow



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