INTERNATIONAL AGRIBUSINESS MANAGEMENT ASSOCIATION

SYMPOSIUM III
MANAGING IN A GLOBAL ECONOMY

San Francisco, California, USA
May 22 - 25, 1993
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IAMA SYMPOSIUM III
San Francisco, California
May 22-25, 1993

MANAGING IN A GLOBAL ECONOMY

SATURDAY, MAY 22

8:00 A.M. REGISTRATION
PLAZA "B"

CONTRIBUTED PAPER SESSIONS

8:30-10:00 A.M. FIRST PAPER SESSION
6TH FLOOR

A. Vertical Coordination and Linkages
POWELL ROOM

Chair: Jean-Louis Floriot

Papers:
Value Added in New Dairy Products:
Frédéric Oblé

A Prospective Approach of Cholesterol-Free Products

Food Safety Assurance: California Processor-Grower Interactions
David K. Smith

Changing Marketing and Pricing Practices for U.S. Farm Products
Philip L. Colling, Gerald E. Plato,
Nicholas J. Powers and Bruce H. Wright

Implications of a Changing Commodity Quality Definition:
The Case of Canadian Durum Wheat Exports to Italy
Francesco Braga and Roberta Raffaelli
B. Central Europe & CIS

Chair: L. Tim Wallace

Papers:  
Russian Grain Trading and Marketing: Evolution, Struggles, and Opportunities  
William W. Wilson and Alexander Belozertsev

Measuring Revealed Competitiveness: U.S. Trade Opportunities in Central Europe  
Mohammad A. Bhuiyan and Ronald A. Ward

Potential Contributions of Marketing and Government for Small Agribusiness Firm Development in Central Europe and Former CIS Nations  
Ray Marquardt, Sanford Grossbart, Olga Tretyak and Steven A. Schulz

Eastern Europe: Agricultural and Food Marketing in Transition  
Karl Voltaire and Richard Henry

C. Vertical Coordination and Linkages

Chair: Francis Declerck

Papers:  
Application of Scenario Analysis Techniques to Agribusiness in Developing Nations  
Steve Sonka and Maurice Jungalo

Food Chain Integration in the Netherlands and Its Contribution to Dutch International Competitiveness  
David Hughes and Hugh Martin

Competitive Advantage, Bargaining Power, and Organizational Performance: The Case of Finnish Food Manufacturers  
Saara Hyvonen

Strategy/Performance/Environment Linkages in Agribusiness: Conceptual Issues and Developing Country Example  
Bill Schroder and Felix Mavondo
10:00-10:15 A.M.        BREAK

10:15-11:00 A.M.        WELCOMING ADDRESS                PLAZA "B"

Welcome:  Jerome Siebert, Program Co-Chair

Speaker:  The Challenges to Universities in Meeting Global Agribusiness Needs
          Kenneth R. Farrell, Vice President, University of California. Division of Agriculture and Natural Resources

11:00 A.M.-12:30 P.M.  SECOND PAPER SESSION               6TH FLOOR

A. Vertical Coordination and Linkages                  POWELL ROOM

Chair:  Decio Zylbersztajn

Papers:

Strategic Alliances as a Tactic for Enhancing Vertical Coordination in Agricultural Marketing Channels
Thomas Sporleder

The Impact of Downstream Activity in the ASEAN Region
Abdul Aziz Abdul Rahman, Jonathan C. Turner and W. Paul Davies

A New Method for Strategic Analysis in Agribusiness:
The Case of Non-Solid Fats in Brazil
Mario Bathala and Jean-Louis Floriot

Mergers and Acquisitions in the Food Sector
William I. Nayda, Paul Ellinger and Daniel Padberg
B. Strategies and Options in a Changing World

SUTTER ROOM

Chair:  
Jukka Kola

Papers:  
If the Food Doesn't Come: Vertical Coordination in the CIS Food System: Some Perils of Privatization  
J.D. Gaisford, J.E. Hobbs and W.A. Kerr

Opportunities and Challenges for Agribusiness in the 21st Century  
Surendra P. Singh and Fisseha Tegegne

Structural Changes and Strategies in the North American Flour Milling Industry  
William W. Wilson

Packaging and Environment  
Thierry Sibieude

C. Central Europe & CIS

TAYLOR ROOM

Chair:  
John Nichols

Papers:  
Recent Changes in Central Europe: A Report on Albania and Hungary  
Steven A. Schulz, Raymond A. Marquardt and Ronald D. Hampton

Status of Economic and Agrarian Reforms in Russia  
Vladimir Yefimov

Eastern European Wool Textile and Clothing Industry: The Challenge of Restructuring and Enterprise Transformation  
Diane Brock and Chris Kimberley

Management Contracts in Commercial Farming: The Czech Experience  
Reid Whitlock and Charles Mitchell

12:30-1:30 P.M.  
LUNCH (INDIVIDUALLY)
A. Vertical Coordination and Linkages

POWELL ROOM

Chair: Dennis Conley

Papers:

Evaluating Contract Terms in Agricultural Production Contracts
Michael Mazzocco and Neil T. Jordan

Rumblings at the Export Company: A Game Theoretic Exposition of the Incentives that Led to the Formation and Eventual Destruction of Farmers Export Company
Anthony C. Crooks

The Management of Expatriates: Implications for Agribusiness
Fiona J. Horton

The Evolution of Supplying in a Big French Food Company: To Master New Horizontal and Vertical Coordinates
Jacques Caneill, Alain Capillon, Louis-Georges Soler and Egizio Valceschini

B. Large Scale Agriculture

SUTTER ROOM

Chair: Buddy Benally

Papers:

Managing Large Scale Agriculture in Australia, Colly Farms Cotton Limited - A Case Study
David D. Farley and Mary Scott Gilbert

Challenges to the Coordination of Brazilian Coffee Agribusiness
Elizabeth Maria Mercier Querido Farina

The Seeds of Success: A Case Study of Pioneer Hi-Bred International, Inc.
Sudhir Chaudhary and Max S. Wortman, Jr.

Plantation Agriculture: Its Genesis, Management and Role in the Malaysian Economy
Mohd Ghazali Mohayidin and Chew Tek Ann
C. Value Added

TAYLOR ROOM

Chair: Jay Akridge

Papers:
The Protected Intellectual Property of Land Grant Institutions as a Value Added Agricultural Product
John C. Key III and Kerry Litzenberg

Implementing the Plant Breeders' Rights: Expected Impacts on the Seed Business in Brazil
Decio Zylbersztajn

Did LBO's Create Value in U.S. Food Industries in the 1980's?
Francis Declerck

A Challenge for Small U.S. Agribusinesses: Reduction of Export Inhibitions Through Planning and Information Search
Bruce Barringer, Max S. Wortman, Jr. and Granger Macy

3:15-3:45 P.M. BREAK

3:45-5:30 P.M. FOURTH PAPER SESSION 6TH FLOOR

A. Vertical Coordination and Linkages

POWELL ROOM

Chair: Terry D. Nielsen

Papers:
Organizational Challenges for Brazilian Cooperatives: A Problem of Separation of Ownership from Control
Decio Zylbersztajn

Structures, Strategies, and Performance of EC Agricultural Cooperatives
Rene Mauget and Francis Declerck

Structural Change in the Hog/Pork Subsector: Coordinating Roles of Livestock Farmer Cooperatives
Lisa C. Abeles-Allison

The Many Paths of Vertical Coordination: Structural Implications for the U.S. Food System
Alan Barkema and Mark Drabenstott
B. Value Added

Chair: Bill Schroder

Papers:

Adding Value to a Commodity Product: Packer Sorting and Differentiation Strategies for Fresh Pork
Michael A. Boland, Kenneth A. Foster, Jay T. Akridge and John C. Forrest

Evaluating Value-Added Opportunities in Food Processing
Marie Wildenthal, Oral Capps, Jr., H.L. Goodwin, Jr., Michael Mazzocco, John P. Nichols, Teofilo Ozuna, Jr. and Gary Williams

The Potential for Cooperative Involvement in Vertical Coordination and Value Added Activities
Jeffrey S. Royer

Market Segments and Characteristics of Value Added Wheat Exports
William Wilson and Frank Dooley

C. Pacific Rim

Chair: Mike Turner

Papers:

Food Consumption Trends in the Pacific Rim: Expanded Opportunities for U.S. Agriculture
Noel Nielson and Yao-chi Lu

Russia Far East Meets the American West
William P. Mott and William Scott

Creating Internal Markets in Malaysia for Non-Traditional Home Produced Foods
Jonathan C. Turner, Dato' Seri Sanusi Junid and W. Paul Davies

Exchange Rate Risk and Agribusiness Trade: A Case Study of Nebraska Beef Exports to Japan
Dennis Conley and Wesley E.F. Peterson
SUNDAY, MAY 23

GENERAL SESSIONS

10:00-11:45 A.M.  OPENING GENERAL SESSION  PLAZA "B"

Welcome:  Dean A. Cortopassi, Symposium Co-Chair

Keynote Address:  Fertilizer: To Nourish the Infertile Soil That Feeds a Fertile Population That Crowds a Fragile World

Speaker:  Norman Borlaug, Nobel Laureate and President, Sasakawa African Association

Discussion on Implications to Global Agribusiness

11:45 A.M.-1:00 P.M.  LUNCH  YOSEMITE BALLROOM

1:00-3:00 P.M.  CONCURRENT SESSIONS  6TH FLOOR

Participants will attend assigned discussion groups for the following concurrent programs.

Group A.  Charoen Pokphand Case Study  MASON ROOM

Dr. Ajva Taulananda, President, Telecom Asia
Dr. Veeravit Kanchanadul, Executive Vice President, Charoen Pokphand Group
Ray Goldberg, Harvard University

Case Study: Vertical Coordination and Linkage Implications of the Charoen Pokphand Case to Global Agribusiness

Panel Discussion: Vertical Coordination Implications

Michael Cook, University of Missouri
Mark Drabenstott, Federal Reserve Bank
Group B. Agribusiness and Trade in the Pacific Rim

POWELL ROOM

Chair: Wen Chern, The Ohio State University

Speakers:
- Beef Trade Liberalization and Its Impacts on Production and Trade in Japan
  Takafumi Tahara, North American Representative Office, Livestock Industry Promotion Corporation of Japan
- Taiwan's Food Processing Industry: Its Changing Structure and Relationship to the Government
  Ming-Ming Wu, Department of Agricultural Marketing, National Chung-Hsing University
- Market Opportunities in South Korea
  Bai-Yung Sung, Research Director, Korean Rural Development Institute
- An Exporting Agribusiness Response
  Peter Thor, Executive Vice President, Tri Valley Growers

3:00-3:15 P.M. BREAK

3:15-5:15 P.M. CONCURRENT SESSIONS 6TH FLOOR

Participants will remain in their assigned discussion sessions.

Group A: Agribusiness and Trade in the Pacific Rim

MASON ROOM

Chair: Wen Chern, The Ohio State University

Speakers:
- Beef Trade Liberalization and Its Impacts on Production and Trade in Japan
  Takafumi Tahara, North American Representative Office, Livestock Industry Promotion Corporation of Japan
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POWELL ROOM

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Panel Discussion: Vertical Coordination Implications

Michael Cook, University of Missouri

Mark Drabenstott, Federal Reserve Bank

6:30 P.M. INTRODUCTION TO THE CALIFORNIA WINE INDUSTRY AND TASTING YOSEMITE BALLROOM

MONDAY, MAY 24

8:00-9:00 A.M. IAMA BUSINESS MEETING PLAZA "B"

9:00-9:30 A.M. PRESIDENTS' DISCUSSION PLAZA "B"

The Role of IAMA in a Changing World Economy

Dwayne Andreas, President, IAMA and

Jonathan Taylor, President-Elect, IAMA

9:30-10:00 A.M. BREAK
10:00 A.M.-12:00 P.M. GENERAL SESSION

Reaching A Compromise on Environmental Policy Issues

Co-Chairs: Ronald D. Knutson, Director, Agricultural and Food Policy Center, Texas A&M University and

Emery S. Conyers, Dow Elanco

Speakers: Environmental Strategy and Policy Tradeoffs
Ronald D. Knutson, Director, Agricultural and Food Policy Center, Texas A&M University

Pesticide Export Policy Issues
James R. Lyons, Staff Assistant, Committee on Agriculture, U.S. House of Representatives

Food Safety and Risk Assessment Implications for Agricultural Chemicals
George Rolofson, Manager, Federal Government Relations, CIBA-GEIGY Corporation

Harmonization Activities on Pesticide Regulatory Requirements
Victor Kimm, Acting Deputy Assistant Administrator for Prevention, Pesticides and Toxic Substances, U.S. Environmental Protection Agency

Seeking A Compromise
Gerald E. Gaul, Director, The Ceres Forum, Center for Food and Nutrition Policy, Georgetown University

Discussion

12:00-1:00 P.M. LUNCH

IMPERIAL BALLROOM
1:00-3:00 P.M.  GENERAL SESSION  PLAZA "B"

Central Europe and Former CIS Nations: A World in Transition

Co-Chairs:  **Eric Thor**, Arizona State University and  
**Martha Cashman**, Land O'Lakes, Minneapolis, Minnesota

Speakers:  **Overview**  
**Eric Thor**, Arizona State University

**Opportunities for Agribusiness in the CIS Countries**  
**Dr. Oleh Bilorus**, Ambassador of the Ukraine to the United States

**Communications and Opportunities with Agribusiness in Central Europe**  
**Dr. Antoaneta Simova**, The University of World Economy, Sofia, Bulgaria

**Doing Agribusiness in Central/Eastern Europe**  
**Martha Cashman**, Land O'Lakes, Minneapolis, Minnesota

3:00-3:30 P.M.  BREAK

3:30-5:00 P.M.  CONCURRENT SESSIONS  6TH FLOOR  (except Session D)

**Session A: Pacific Rim Case Studies**  
**LOMBARD ROOM**

Chair:  **William Scott**, Vice President, Agland Investment Services

**Policy Implications of Trade Liberalization:**  
**The Case of Meat Products in South Korea and Taiwan**  
**Refong Tsai, Oral Capps, Jr. and Gary Williams**, Texas A&M University
Competing in the Korean Value Food Market: Lessons from Experience
James E. Ross, International Agricultural Trade and Policy Center,
University of Florida

Market Entry Problems Faced by North American Value-Added Food
Processors Exporting to Pacific Rim Markets
William Schiek, Carmi Lyon, and Daniel Rainey, Department of
Agricultural Economics, Purdue University

NAFTA and the Opportunities for American Investment in the Pacific
Rim, Including the Far East of Russia
Jonathan Greenham, Henry Harman, and Martha Blaxall, Development
Alternatives, Inc., Bethesda, MD

Session B: NAFTA Case Studies

Chair: Eneko Belausteguigotia, Elai, Mexico

Competitiveness of Broiler Producers in North America Under the
North American Free Trade Agreement
Won W. Koo and Joel T. Golz, Department of Agricultural Economics,
North Dakota State University

The Impact of Changes in Mexico's Transportation and Distribution
Infrastructure on the Trade of Deciduous Fruits and Tomato Products
Juan C. Batista and John W. Hagen, Department of Agricultural
Economics, California State University, Fresno

Strategic Alliances in Canada's Agrifood Industry: Theory and Cases
Erna van Duren, Helen McKay and Wayne Howard, Department of
Agricultural Economics and Business, University of Guelph, Canada

U.S. Foreign Investment and Trade Prospects in Mexico's Agribusiness
Sector
Charles R. Handy, Economic Research Service, United States
Department of Agriculture, Washington, D.C.
Session C: Environmental Case Studies

Chair: Elin Miller, California Environmental Protection Agency

Global Environmental Policy Issues Affecting Agribusiness: The Impact on Global Competitiveness
Tamara A. White and Caroline T. Williamson, International Policy Council on Agriculture and Trade, Washington, D.C.

Consumer Response to Alternative Pesticide Policies
Gregory A. Baker and Peter Crosbie, Institute of Agribusiness, Santa Clara University

Environmental Policy and Corporate Responsibility (or Liability)
Michael Boehlje, Department of Agricultural Economics, Purdue University

Agribusiness Caught Between Efficiency and Environment: The Role of a Small Country in the Game of Large Countries
Jukka Kola, Department of Economics and Management, University of Helsinki, Finland

Session D: The Role of Agribusiness in the Development of Market Economies

Chair: Forrest Walters, Winrock International, Morrilton, Arkansas

John Champagne, U.S. Agency for International Development (USAID), Washington, D.C.

Edward Thor, Tri Valley Growers, San Francisco, California

Ron Gollehon, Agricultural Cooperative Development International (ACDI), Washington, D.C.

Don Mooers, Volunteers in Overseas Cooperative Assistance (VOCA), Washington, D.C.

6:30 P.M. PRESIDENTS’ RECEPTION

IMPERIAL BALLROOM “A”
TUESDAY, MAY 25

8:30-10:00 A.M.  GENERAL SESSION  PLAZA "B"

Management Strategies and Practices of Large Scale Agriculture

Drawing upon the California experience, a panel will address incentives and organization used to promote efficiency and cooperation in vertically integrated units, the impact of crop and economic environments in the development of large scale agriculture and opportunities and problems.

Chair:  William D. Gorman, Professor, New Mexico State University

Panel Members:

Russell T. Whittenburg, Chief Financial Officer, Paramount Agribusiness, Los Angeles, California

Rodger Jensen, President, S&J Ranch, A Division of Dole Corporation, Fresno, California

Jack Pandol, President, Pandol Brothers, Delano, California

Panel Topics:

Incentives and Organizational Structure Used to Promote Efficiency and Cooperation in Vertically Integrated Units

Specific Crop Environment Impacts on the Development of California Large Scale Agriculture

Opportunities and Problems Faced by Large Vertically Integrated Agricultural Companies

10:00-10:15 A.M.  BREAK
10:15 A.M.-12:00 P.M. CLOSING SESSION

Perspectives on Trade

Chair: Jerome Siebert

Speakers: Rolf Möhler, European Community

Luis Tellez, Mexico

Richard Rominger, United States

Discussion

Summarization of the Symposium

Adjourn
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