

# WORLD CONGRESS V

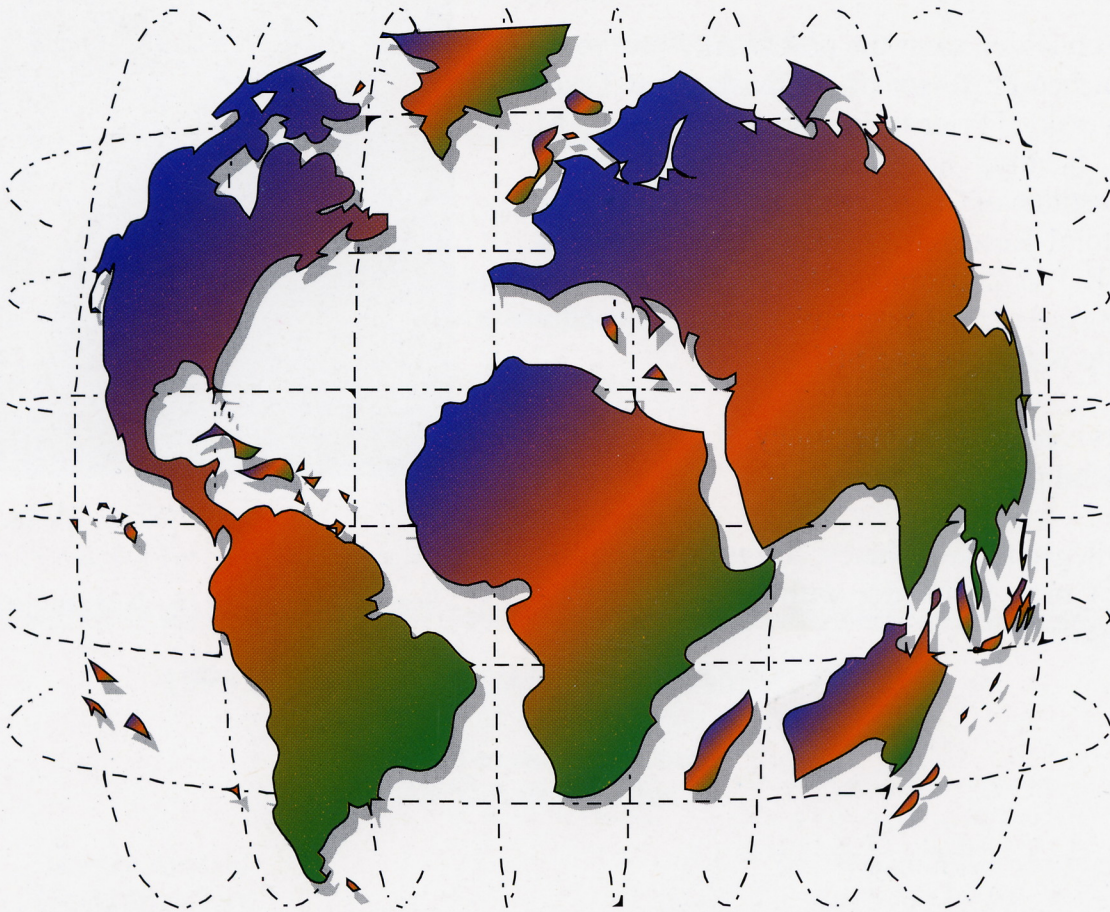
Hotel Concorde La Fayette

Le Palais des Congres

Paris, France

May 16-18, 1995

## **The New International Trade Environment for the Agri-Food Business**



*Organized By:*

International Agribusiness Management Association (IAMA)

Institut de Gestion Internationale Agro-Alimentaire (IGIA)

*In Cooperation With:*

Organization for Economic Cooperation and Development (OECD)



## *In Memory of Vernon E. Schneider*

Dr. Vernon E. Schneider, Founder, Founding Secretary-Treasurer, Executive Director, and President of IAMA will be remembered for his dedication and leadership in the formative years of IAMA. Vern, as he was known by his many friends, spent countless hours dedicated to strengthening the programs and linkages of IAMA by making IAMA a truly international association of agribusiness leaders.

Professor Schneider spent the past twenty-one years as Distinguished Professor of Agribusiness at Texas A&M University. Prior to joining the Texas A&M University faculty, he served as President of American Institute of Cooperation (AIC) and Director of Agricultural Research at the Stanford Research Institute (SRI) in California. He was an Associate Professor of Agricultural Economics at the University of Wisconsin before joining SRI.

Vern is survived by his wife Nancy, four sons, and eight grandchildren.

We are privileged to have Nancy, Jon and Anthea, and David and Cindy Schneider with us at this year's World Congress.



**September 26, 1925 - November 19, 1994**



## **PARIS PROGRAM AT A GLANCE**

### ***Monday, May 15***

- 7:30 a.m. Bus departs Concorde Lafayette Hotel for Pre-Congress located at IGIA in Cergy Pontoise
- 9:00 a.m. Pre-Congress - Welcome
- 5:00 p.m. Spouses and guests depart by bus from Concorde Lafayette Hotel for Château d' Auvers
- 5:45 p.m. Pre-Congress participants registered for Cultural Program depart for Château d' Auvers
- 5:45 p.m. Pre-Congress participants not registered for Cultural Program depart for Concorde Lafayette Hotel
- 8:00 p.m. Dinner Cruise on the Oise

### ***Tuesday, May 16***

- 8:30 a.m. Opening of Congress and Keynote Session in Havane Amphitheater
- 12:30 p.m. Luncheon in Les Salons-Concorde Lafayette Hotel
- 1:30 p.m. Half-Day tour of Paris departs front of Concorde Lafayette Hotel
- 2:30 p.m. Session Three in Havane Amphitheater
- 7:30 p.m. Wine and Cheese Reception in Les Salons-Concorde Lafayette Hotel

### ***Wednesday, May 17***

- 8:00 a.m. Impressionist Painting Tour departs front of Concorde Lafayette Hotel
- 9:00 a.m. Session Five in Havane Amphitheater
- 4:00 p.m. Session Eight in Havane Amphitheater
- 8:00 p.m. Presidential Banquet in Les Salons-Concorde Lafayette Hotel

### ***Thursday, May 18***

- 9:00 a.m. Concurrent Sessions Nine A, B, and C
- 12:30 p.m. Luncheon in Les Salons-Concorde Lafayette Hotel
- 2:30 p.m. Post Congress - Translating the IAMA Mission into Action

### ***Friday, May 19***

- 9:00 a.m. Post Congress Tour departs Concorde Lafayette Hotel

### ***Saturday, May 20***

- 5:00 p.m. Post Congress Tour arrives to Concorde Lafayette Hotel

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## **1995 PROGRAM PLANNING COMMITTEE**

**Hubert Faucher, Co-Chair**

**John Nichols, Co-Chair**

Burgee Amdahl  
David Blandford  
Dennis Conley  
Sergio Chazaro-Loaiza  
Michael Cook  
Paul Davies  
Jean-Louis Floriot  
Jan Gorecki  
William Gorman  
Joanna Hewitt

Wayne Jones  
Augusto Medina  
Sardjono Reksodimuljo  
Francesco Santacana  
Jerry Seibert  
Thomas Sporleder  
Jonathan Taylor  
Kevin Walsh  
Joe Welsh  
Decio Zylbersztajn



# The New International Trade Environment for the Agri-Food Business

**TUESDAY, MAY 16**

*Day 1*

## KEYNOTE SESSION

HAVANE AMPHITHEATER

Welcome: **Thomas N. Urban**, Chairman, Pioneer Hi-Bred International, Inc., and President, IAMA, *USA*  
**Jean Dupuis**, President, Institut de Gestion Internationale Agro-Alimentaire, IGIA, *France*

8:30 a.m. - 9:30 a.m., Tuesday

**PART I**

HAVANE AMPHITHEATER

### ***The New International Trade Environment: Issues and the Role of the World Trade Organization***

Speaker: **Alain Frank**, Director, External Relations Division, World Trade Organization, *Switzerland*

*This presentation provides an overview of current issues and challenges in global agricultural and agribusiness trade and the strategy and organization of the WTO. It also provides a broad foundation for elaboration and discussion in subsequent sessions.*

9:30 a.m. - 10:00 a.m., Tuesday

**BREAK**

10:00 a.m. - 11:30 a.m., Tuesday

**PART II**

HAVANE AMPHITHEATER

### ***Elaboration and Development of Views on the New International Trade Environment***

Speakers: **Ambassador Clayton Yeutter**, Former Secretary of Agriculture and Special Trade Representative, *USA*  
**Senator the Honorable Bob McMullan**, Minister of Trade, *Australia*  
**Henri Nallet**, Former Minister of Agriculture, *France*

*A series of perspectives of the international trading environment is provided, characterizing the post-Uruguay Round era. Participants address whether the problems created by protectionist policies, which have characterized trade in agricultural and food products, will be solved by the agreement. Areas of "unfinished business" are identified and suggestions made on how these might be addressed. The potential effects of emerging issues on trade policies, such as environmental and labor issues, are also explored.*



12:30 p.m. - 2:00 p.m., Tuesday

LUNCH

LES SALONS - CONCORDE

### ***A Perspective on European Sugar Policy***

Speaker: **Stefano Meloni**, Président Directeur Général, Edania Beghin Say, *France*

### ***The New International Trade Environment and The Future of Developing Countries' Agriculture***

Speaker: **Henri de Benoist**, Président des Céréaliers de France-Unigrains, *France*

2:30 p.m. - 4:00 p.m., Tuesday

SESSION THREE

HAVANE AMPHITHEATER

### ***Multilateralism and Regionalism in the New International Trade Environment***

Moderator: **Gérard Viatte**, Director, Directorate for Food and Agricultural Fisheries, OECD, *France*

Speaker: **Robert A. Cornell**, Deputy Secretary General, OECD, *France*

Discussants: **J.B. Penn**, Senior Vice President, Sparks Companies, *USA*  
**Roger Barton**, Farmer and 1995 Nuffield Scholar, *New Zealand*  
**Gérard Maarek**, Caisse Nationale de Crédit Agricole, *France*

*This session examines the relationship between regionalism and multilateralism in shaping the international trade environment. What are the reasons for the growth of regional arrangements in Europe, North America, and throughout the world? What is the impact of regional integration on international trade and investment? Are regional arrangements competitive with, or complementary to, multilateral efforts to achieve liberalisation. Robert Cornell addresses these questions. Three discussants from Europe, North America, and Australasia present their perspectives on the important issues raised.*

4:00 p.m. - 4:30 p.m., Tuesday

BREAK



## CONCURRENT SESSIONS

*Sessions Four A, B, and C examine the implications of, and challenges related to, the emergence and development of trading blocks at several stages of their evolution. Session Four D is a discussion session highlighting the changing structure of the dairy industry in the United Kingdom.*

4:30 p.m. - 6:00 p.m., Tuesday

### SESSION FOUR - A

ROOM 63-A

#### ***Emerging Trade Relationships: APEC and The Emerging Pacific Area***

Moderator: **Joe L. Welsh**, Acting Chief of Party, Indonesian Agribusiness Development Project, *Indonesia*

Discussants: **Kaman Nainggolan**, Center for Market Information and Development, Ministry of Agriculture, *Indonesia*  
**Robert Thompson**, President, Winrock International, *USA*  
**Sumpeno Putro**, Director, Center for Standardization & Accreditation, Ministry of Agriculture, *Indonesia*  
**Glen Thompson**, Principal Policy Officer, Minister for Primary Industry and Fisheries, *Australia*

*This session examines a number of aspects regarding the potential development of APEC as a regional trading area. Whether APEC evolves into a trading block or something less, many of the issues involved will remain the same. During the session, the problems of harmonization standards, disruption of traditional trading patterns within the region, and the issues generated because several APEC members are also members of the ASEAN will all be discussed. In addition, the session provides insight into other potential trade groupings that appear to be emerging in the Pacific area.*

4:30 p.m. - 6:00 p.m., Tuesday

### SESSION FOUR - B

ROOM 61

#### ***Newly-Established Trading Blocks: Impacts in the Western Hemisphere***

Moderator: **Sergio Chazaro-Loaiza**, Instituto de Estudios Economicos y Sociales Lucas Alaman, A.C., *Mexico*

Discussants: **Philip Stone**, Director, Western Hemisphere Policy Division, Agri-Food Canada, *Canada*  
**Jorge Mazon**, President, Mexican Agribusiness Council, *Mexico*  
**Conrado Pappalardo**, President, Agromonte S.A., *Paraguay*  
**Leroy Startz**, First Vice President and Head of Agribusiness Finance, Crédit Agricole, *USA*

*This session addresses the aggregate impact on the evolution of trade flows, macroeconomic policies affecting trade flows, competitiveness of agribusiness, access to finance, and strategic alliances and direct investment in agribusiness. NAFTA and MERCOSUR provide the primary examples of newly-established trading blocks considered in this session.*



4:30 p.m. - 6:00 p.m., Tuesday

**SESSION FOUR - C**

HAVANE AMPHITHEATER

***Established Trading Blocks: European Market Integration***

Moderator: **K. Mehta**, Head of Division, Agro-Processing Industry, Biotechnology, Directorate General - Industry, European Commission

Speakers: **Bruno Henry de Frahan**, Professor, Agricultural Economics, Catholic University of Louvain, *Belgium*  
**Knud Buhl**, Director of International Affairs, Danish Bacon and Meat Council, *Belgium*  
**Cynthia von Maerestetten**, Director of Corporate Affairs, Kraft Jacob Suchard, *Belgium*  
**Daniele Rama**, Professor, Università Cattolica del Sacro Cuore, *Italy*  
**Jacques Viaene**, Professor, Agro-Marketing, University of Gent, *Belgium*  
**Philippe Jachnik**, Association de la Transformation Laitière Française, ATLA, *France*

*Market integration in the EU has had a dramatic impact on the competitive environment of European agri-food businesses. This session identifies factors influencing greater integration and addresses the challenges faced by both European and global agri-food businesses due to the changing market and competitive situation in Europe.*

4:30 p.m. - 6:00 p.m., Tuesday

**SESSION FOUR - D**

ROOM 63-B

***De-Regulation and Restructuring of the UK Milk Industry***

Moderator: **Paul Davies**, Professor, Dean of Studies, Royal Agricultural College, *United Kingdom*

Speakers: **Paul Plowman**, Marketing Director, Milk Marque, *United Kingdom*  
**Tim Dee**, Director, Centre for Agri-Food Business Research, Royal Agricultural College, *United Kingdom*  
**Jonathan Turner**, Head, Agricultural Business Mgmt., Royal Agricultural College, *United Kingdom*  
**James Jones**, Head of Farm Management, Royal Agricultural College, *United Kingdom*

*The UK milk procurement and supply sector underwent major upheaval during 1994. In response to the EU rulings regarding the operation of a statutory monopoly by the UK Milk Marketing Board (MMB), the British government legislated for increased competition in the procurement of milk supply. The resulting restructuring has seen the development of a large farmers' cooperative and the establishment of direct purchase agreements between dairy companies and farmer groups.*

7:30 p.m., Tuesday

**WINE AND CHEESE RECEPTION**

LES SALONS-CONCORDE



WEDNESDAY, MAY 17

*Day 2*

9:00 a.m. - 10:30 a.m., Wednesday

**SESSION FIVE**

HAVANE AMPHITHEATER

***Agri-Food Business Strategies in the New International Trade Environment***

Moderator: **Jean-Louis Floriot**, Director, IGIA, *France*

Speakers: **Arnaud de Saint Blanquat**, Agrevo (Hoechst-Schering), Directeur des Relations Extérieures, *France*; **Lucien Bourgeois**, Directeur des Etudes Economiques, Assemblée Permanente des Chambres d' Agriculture, *France*; **Bernard Skalli**, Président Directeur Général, Rivoire et Carret Lustucru, Skalli Group, *France*; **Robert Skalli**, Président Directeur Général, Fortant de France, Skalli Group, *France*; **Philippe Godin**, Directeur, Skalli Group, *France*; **Arend Heijbroek**, Senior Agronomist, Rabobank Nederland, *Netherlands*; **Jean-Philippe Bahar**, Directeur, Approvisionnements et Logistique, Auchan, *France*

*Session Five marks the beginning of the second stage of the program. Leaving the macro-economic analysis of the new international trade environment, we focus on its consequences at the corporate level, from agricultural input industries through farming, to retailing. Through the contributions of the participants, the session describes the extent and means by which the new rules for global trade are influencing and will continue to influence the corporate strategies of the firms involved in the agri-food sector.*

10:30 a.m. - 11:00 a.m., Wednesday

**BREAK**

**CONCURRENT SESSIONS**

*Sessions Six A and B are case studies. Sessions Six C and D are Special Interest Discussion Sessions.*

11:00 a.m. - 12:30 p.m., Wednesday

**SESSION SIX - A**

ROOM 63-A

***France Maïs - Case Study***

Leader: **Hubert Faucher**, Professor, IGIA, *France*

Speakers: **Jean-Pierre Monod**, Président, France Maïs Union, *France*  
**Rémi Haquin**, Président, Valfrance, *France*  
**Alain Vacqué**, Managing Director, France Maïs Union, *France*  
**Nicolas de Lorgeril**, Managing Director, Agrocinq, *France*

*France Maïs, a French national group of five co-operatives, produces and markets seed corn and other agricultural inputs in France under a 30-year agreement with a world leader in corn genetics. Due to the re-engineering of its principal, with the objective of a geographic globalization of France Maïs' business, the French group will specialize in its basic proficiency and will feed the international partner's sourcing network. Its desire is to find an innovative place in the food chain as a partner between top-level genetic suppliers in the world and the increasingly specialized demand of grain processors. The case focuses on the globalization of the group's business and the innovative situation of the group in the agri-food chain, as consequences of the world-wide re-organization of the genetic supplier.*



11:00 a.m. - 12:30 p.m., Wednesday

**SESSION SIX - B**

ROOM 61

**SADIA - Case Study**

Leader: **Elizabeth Maria Mercier Querido Farina**, Professor, University of Sao Paulo, *Brazil*

Discussants: **Nelson Mamede**, Director, SADIA, *Brazil*  
**Sergio Fontana dos Reis**, Director, SADIA, *Brazil*

*SADIA, one of Brazil's largest food corporations, faces a more competitive environment, challenges, and new opportunities in its poultry business. What challenges and investments exist that will allow it to keep its leading position? Will technology and exports be keys to developing domestic and international business strategies? Will market segmentation and value-added processing increase profitability?*

11:00 a.m. - 12:30 p.m., Wednesday

**SESSION SIX - C**

HAVANE AMPHITHEATER

**Cooperative Strategies in the New International Trade Environment**

Moderator: **Michael Cook**, Robert D. Partridge Endowed Professor, Agri. Economics, University of Missouri, *USA*

Speakers: **Claus Hanf**, Professor, Agricultural Economics, Christian-Albrecht University, *Germany*  
**René Mauget**, Professor, IGIA, *France*  
**Ingemar Haraldsson**, IHAB Marknadsanalys, *Sweden*  
**Denis I.F. Lucey**, Center for Cooperative Studies, University of College Cork, *Ireland*

*The unique organizational and financing structure of cooperative firms present difficult problems in meeting the competitive challenges of rapidly liberalized international trading relationships. Enlargement of the European Union provides several examples. What will happen to farmer cooperatives as border protection and internal market regulation diminishes?*

11:00 a.m. - 12:30 p.m., Wednesday

**SESSION SIX - D**

ROOM 63-B

**Trade Disputes: Emergence and Resolution in a Post-GATT World**

Moderator: **Marvin Duncan**, Professor, North Dakota State University, *USA*

Speakers: **Won W. Koo**, Professor, Agricultural Economics, North Dakota State University, *USA*  
**Robert Paalberg**, Professor, Political Science, Wellesley College, *USA*  
**Mark Drabenstott**, Vice President and Economist, Federal Reserve Bank of Kansas City, *USA*

*Even with the emergence of the World Trade Organization, a higher incidence of trade disputes are expected primarily due to substantial economic adjustments in member countries. Though disputes may range across a broad array of issues, they will be focused on the following: i) stress of economic adjustment accompanying more open trade, ii) interpretation and application of the new GATT language, and iii) measurement of subsidies used by exporting countries. How effective will the WTO be in resolving these disputes will, in a large measure, determine the success of the new GATT agreement as a mechanism to increase world trade.*



12:30 p.m. - 2:00 p.m., Wednesday

**LUNCH ON YOUR OWN**

**CONCURRENT SESSIONS**

*Sessions Seven A and B are main program Case Studies. Session Seven C is a Special Interest Discussion Session.*

2:00 p.m. - 3:30 p.m., Wednesday

**SESSION SEVEN - A**

**ROOM 63-AB**

***Cott Europe - Case Study***

Leaders: **Ray A. Goldberg**, Moffett Professor of Agriculture and Business, Harvard University, *USA*  
**Simon Lester**, Managing Director, Cott Europe, *United Kingdom*

*The successful development of a private label cola in Canada and the United States was introduced in the United Kingdom. What issues are unique in the United Kingdom environment? Will the introduction be equally successful in continental Europe? The retail partner is Sainsbury, one of the most prestigious supermarket chains in the country.*

2:00 p.m. - 3:30 p.m., Wednesday

**SESSION SEVEN - B**

**ROOM 61**

***Cherry Packing in Eastern Europe - Case Study***

Moderator: **Kirby Moulton**, Professor, Agricultural and Resource Economics, University of California, *USA*

Speakers: **Sofia Davidova**, Researcher, Research Institute for Agricultural Economics, *Bulgaria*  
**David Hughes**, Sainsbury Professor of Agricultural Marketing, Wye College, *United Kingdom*  
**Edward Thor**, President, International Agribusiness Management Corporation, *USA*

*The new trade environment for agribusiness is full of uncertainty for central and eastern European countries. Decisions about trade versus direct foreign investment are being made with little assurance that effective infrastructure is in place or that western business practices will work. In this case, direct foreign investment in Kyustendil, Bulgaria supplants a previous trading policy. What changes in business philosophy and practices are required to operate a production and marketing subsidiary in a collapsed economy?*



2:00 p.m. - 3:30 p.m., Wednesday

**SESSION SEVEN - C**

HAVANE AMPHITHEATER

***The Role of Quality in Pricing and Sourcing  
Decisions of European Soybean Processors***

Moderator: **Gail Cramer**, L.C. Carter Professor, Agricultural Economics, University of Arkansas, *USA*

Speakers: **Lowell Hill**, L.J. Norton Professor of Marketing, University of Illinois-Urbana, *USA*  
**Wim Groenenboom**, Managing Director, Archer Daniels Midland Company, *Netherlands*  
**Jean Cordier**, Professor, ENSAR, *France*  
**Jack Reed**, Chief Administrative Vice President, Archer Daniels Midland Company, *United Kingdom*

*Higher oil and protein contents in Brazilian soybeans relative to shipments from the United States have been documented in several studies in recent years. Soybean processors facing a more competitive trading environment need information about the relationship between quality attributes and price to refine their purchasing decisions. Insights from merchandisers and processors can help develop economic models for analyzing price-quality relationships as a basis for management and policy decisions.*

4:00 p.m. - 6:30 p.m., Wednesday

**SESSION EIGHT**

HAVANE AMPHITHEATER

***The Future: Challenges and Opportunities for Agri-Food Businesses***

Moderator: **Jonathan F. Taylor**, Chief Executive, Booker plc, *United Kingdom*

Speaker: **Jonathan Story**, Professor of International Politics and Business, INSEAD, *France*  
**Bernard Yon**, Professor and Consultant, Founder of IGIA, *France*

*This session provides an outlook on broad future directions of society, technology, and institutions which will affect strategic thinking and the behavior of agri-food firms. This plenary session is led by Professor Story with subsequent panel discussion and audience interaction.*

8:00 p.m., Wednesday

**PRESIDENTIAL BANQUET**

LES SALONS-CONCORDE



THURSDAY, MAY 18

Day 3

CONCURRENT SESSIONS

*Session Nine A is a main program session. Session Nine B and C are Special Interest Discussion Sessions.*

9:00 a.m. - 10:30 a.m.

SESSION NINE - A

ROOM 62-AB

***Future Business Environment: New Means***

Moderator: **Thomas Sporleder**, Professor, Agricultural Economics, The Ohio State University, USA

Speakers: **Connie Tooman**, Marketing Director, Pioneer Hi-Bred International, Inc., USA  
**Jerry Caulder**, Chairman, President, and Chief Executive Officer, Mycogen Corporation, USA  
**Ken Baker**, Director, Government and Public Affairs, Monsanto, Europe-Africa, Belgium

*This session examines new technologies harnessed to reduce costs of transactions and/or production. The new business environment includes: (i) technological innovation in communication and satellite technology for global positioning systems and remote sensing and (ii) innovations in biotechnology relating to improved plant and animal potential.*

9:00 a.m. - 10:30 a.m.

SESSION NINE - B

ROOM 61

***Structural Change in the European Food Industries***

Moderator: **Charles Handy**, Economist, Economic Research Service, USDA, USA

Speakers: **Bruce Traill**, Professor, Agricultural Economics, The University of Reading, United Kingdom  
**Eamonn Pitts**, Head of Marketing, The National Food Centre, Ireland  
**Francis Declerck**, Professor, IGIA, France

*The European Union's food manufacturing industries are undergoing a period of rapid change brought on by the new trade environment following GATT and CAP reform adjustment to the completion of the single European market, changing consumer demand patterns, and changing power of food retailers. Presentations will focus on the comparison of the structure of the food industry in different countries, an assessment of trends in the competitiveness of the EU food industries, and an analysis of the role and importance of the various pressures creating innovations in the industry.*



9:00 a.m. - 10:30 a.m., Thursday

**SESSION NINE - C**

ROOM 63-A

***The Challenges Facing African Firms  
Exporting Horticultural Products to Europe***

Moderator: **Reid Whitlock**, Professor, Michigan State University, USA

Speakers: **Lydia Kimenya**, Rockefeller Foundation Research Fellow, Kenya

**Paula A. Gutman**, Owner, Lyonesse Company, USA

**Geetha Nagarajan**, Research Specialist, Agricultural Economics, The Ohio State University, USA

*This session examines some of the difficulties facing sub-Saharan African firms in their attempts to penetrate European markets with horticultural products. Because the African horticulture market segment tends to be small and undercapitalized, the international agribusiness community traditionally pays it little attention. The GATT Uruguay Round has promised African countries fairer and more open access to developed country markets. This panel will examine how, in practice, African horticulture exporters are frustrated by factors that are not or cannot be addressed successfully by GATT or other similar high-level agreements.*

10:30 a.m. - 11:00 a.m., Thursday

**BREAK**

**CONCURRENT SESSIONS**

*Session Ten A is a main program session. Sessions Ten B and C are Special Interest Discussion Sessions.*

11:00 a.m. - 12:30 p.m., Thursday

**SESSION TEN - A**

ROOM 62-AB

***Future Business Environment: New Perceptions***

Moderator: **Jan Chr. van Dalen**, Head, Business Administration, Agricultural University in Wageningen, Netherlands

Speakers: **Carlos Melo-Brito**, Instituto do Vinho do Porto, Portugal

**Jan van Roekel**, Managing Director, Foundation for Agro Chain Competence, Netherlands

**Bert Hilberts**, Senior Consultant, Nehem Consulting Group, Netherlands

*This session examines market opportunities that evolve from dynamic consumer demand beyond those evolving from trade regulations. Consumers constantly form new perceptions which relate to i) health consciousness, ii) food safety, iii) concern for environmentally-benign product packaging and production processes, iv) changing balance between rural and urban life, and v) growing cultural exchanges and understanding of other cultures. These novel factors act both as catalysts and constraints on the strategies of food firms. This session provides examples of how these factors affect management methods and business strategies.*



11:00 a.m. - 12:30 p.m., Thursday

**SESSION TEN - B**

ROOM 61

***The Quest For Vegetables:  
The Global Seed Industry in Transition***

Moderator: **Peter Zuurbier**, Associate Professor, Department of Management Studies, Wageningen Agricultural University, *Netherlands*

Speaker: **G.D. Blokland**, Petoseed, Royal Sluis, *Netherlands*

*The global demand for high-quality food is increasing rapidly. Humankind needs a variety of vegetables as part of a healthy diet. High investments in seed breeding, biotechnology, processing, and distribution have been necessary to fulfill the increasing demand for vegetable seeds. These events have turned small family firms into large regional or even global players. How does one internationalize? What are the modes of entry?*

11:00 a.m. - 12:30 p.m., Thursday

**SESSION TEN - C**

ROOM 63-A

***Effects of the Enlargement of the European Union  
on Agri-Food Strategies***

Moderator: **Jukka Kola**, Professor, Economics and Management, University of Helsinki, *Finland*

Speakers: **Rainer Kuhl**, Professor, Agricultural Economics, Universität Bonn, *Germany*  
**Judit Kiss**, Institute for World Economics of the Hungarian Academy of Science, *Hungary*  
**Jerzy Plewa**, Sekcia Analiz Ekonomicznych Polityki Rolnej, *Poland*  
**Francis Declerck**, Professor, IGIA, *France*

*In 1995 three EFTA-countries, Austria, Finland, and Sweden, became EU members, and several CEE countries are planning to join the EU. What strategies are needed in order to maintain or create competitiveness? How will the political economy, infrastructure, and efficiency of the food sector in heterogeneous countries affect agribusiness strategies in the EU single market?*



12:30 p.m. - 2:00 p.m., Thursday

LUNCH

LES SALONS-CONCORDE

2:30 p.m. - 4:00 p.m., Thursday

POST CONGRESS

ROOM 61

### ***Translating the IAMA Mission Into Action***

Moderator: **Thomas N. Urban**, President, IAMA

Rapporteurs: **William D. Gorman**, Executive Director, IAMA  
**John P. Nichols**, Program Co-Chair and Director, IAMA  
**Phillip R. Garrett**, Business Manager, IAMA

Purpose: To provide a forum for stimulating discussion and receiving input from members regarding the appropriate directions, activities, and services to be pursued by IAMA.

*President Urban will open the session with a brief introduction reflecting on current activities and proposed plans and describing the challenges and opportunities of IAMA. A membership panel will suggest specific activities and products IAMA should and can provide followed by open discussion. In addition, the planning committee for the 1996 World Agribusiness Congress will review the status of plans and solicit ideas regarding theme, structure, and specific topics.*



## PRE-CONGRESS SYMPOSIUM

### ***Agribusiness Graduate Education: Assessment and Consensus Building***

**Monday, May 15, IGIA, Cergy-Pontoise**

**PURPOSE:** To provide a forum for discussion of current trends in agribusiness graduate education and to discuss requirements and standards to guide the development of programs consistent with the needs of the agri-food sector in the new international trade environment.

**9:00 a.m. - 9:15 a.m.**

#### **OPENING**

Welcome: **Jean-Louis Floriot**, Director, IGIA, *France*  
**Bernard Yon**, Founder, IGIA, *France*  
**Thomas N. Urban**, Chairman, Pioneer Hi-Bred International, Inc., and President, IAMA, *USA*

**9:15 a.m. - 11:00 a.m.**

#### **SESSION ONE**

### **What Kind of Graduates Does the Agri-Food Business Sector Need?**

Moderator: **Olivier Fourcadet**, Professor, IGIA, *France*

Panelist: **Roger Malkin**, Chairman, Delta and Pine Land Company, *USA*  
**David Hitchins**, Marketing Manager, Euribrid B.V., *Netherlands*  
**Philippe Girardon**, Agri-Food Market Head, Air Liquide, *France*  
**Philippe Godin**, Directeur, Rivoire et Carret-Lustucru, Skalli Group, *France*

*The topic of the Pre-Congress Symposium is taken in Session One through the marketing approach: What do the customers want? Here, the "technology" is the education system, the "output" consists of the fresh professionals produced by the system, and the "customers" are agri-food business firms. Session One allows the "customers" to express how they perceive the needs of the industry in terms of education.*

**11:00 a.m. - 12:15 p.m.**

#### **SESSION TWO**

### **What Kind of Graduates Does Current Education in Agribusiness Provide?**

Moderator: **Paul Davies**, Royal Agricultural College, *United Kingdom*

Speakers: **Michael Woolverton**, Professor, American Graduate School of International Management, *USA*  
**Decio Zylbersztajn**, Professor, Universidade de São Paulo, *Brazil*  
**Robert N. Pierie**, Professor, Larenstein University, *Netherlands*

*After the expectations from the industry are expressed, Session Two aims at exploring what the educational institutions provide in terms of candidates and background. It also aims at gathering the philosophy and approach to delivering the program, viewed from the agribusiness academic community from different countries.*



Speaker: **Marco Antonio R. Dias**, Director, Division of Higher Education, UNESCO

### ***Policy Paper for Change and Development in Higher Education***

### **Meeting the Needs: Thematic Workshop Session**

*After the two morning sessions, the audience in Session Three is expected to examine to what extent "supply" addresses "demand" in agribusiness education. A working "French-style" coffee session, where the audience is divided into four groups, each with (1) a theme to work on, (2) a discussion leader, and (3) a reporter who will report, after gathering back, during the main part of the session. The themes are as follows: (i) the international dimension, (ii) the evaluation of theory vs. practice, (iii) the value of communication skills, and (iv) the value of academic-industry cooperation.*

Leaders: **Francesco Braga**, Associate Professor, University of Guelph, Canada  
**Jan Hron**, Professor, University of Agriculture Prague, Czechoslovakia  
**Mario O. Batalha**, Professor, Universidade de Sao Carlos, Brazil  
**Peter Zuurbier**, Professor, Wageningen University, Netherlands

Reporters: **Elizabeth Maria Mercier Querido Farina**, Professor, University of Sao Paulo, Brazil; **Dennis Conley**, Associate Professor, Agricultural Economics, University of Nebraska, USA; **Max Wortman**, Pioneer Hi-Bred International Chair in Agribusiness, Iowa State University, USA; **Giovanni Galizzi**, Professor, Università Cattolica del Sacro Cuore, Italy; **Murray Hawkins**, Professor, Curtin University, Australia; **Pedro Marques**, Professor, Universidade de São Paulo, Brazil; **Renato Pieri**, Professor, Università Cattolica del Sacro Cuore, Italy; **Luciano Venturini**, Professor Università Cattolica del Sacro Cuore, Italy

### **Meeting the Needs: Towards a Global Statement on Requirements**

Moderator: **Ian Fairnie**, Curtin University, Australia

*After a relaxed lunch and coffee workshop, Session Three offers participants an opportunity to gather suggestions for communicating the needs of the sector to academia.*

### **How to Improve Quality in Agri-Food Business Education?**

Moderator: **Michael Mazzocco**, Professor, University of Illinois at Urbana, USA

Panelists: **Howard Thomas**, Dean, College of Commerce & Business Administration, Univ. of Illinois at Urbana, USA  
**Gerard Gilbertson**, Professor, University of Technology and Business Administration, Germany  
**Paul Davies**, Professor, Royal Agricultural College, United Kingdom

*After the provision of improvement objectives for education in agribusiness, Session Four focuses on the way to implement the required changes. In a panel set-up, this session provides the experience of consultants from both the inside and the outside of a graduate education program. As the title of the session suggests, it is based on the concept of global quality.*



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