



International Food and Agribusiness
Management Association

**14th Annual World
Food and Agribusiness Forum,
Symposium and Case Conference**

**June 12 – 15, 2004
Montreux Convention Center
Montreux, Switzerland**

“Sustainable Value Creation in the Food Chain”



Welcome

IAMA is a worldwide leadership forum that brings together top food and agribusiness industry leaders, academics, policy makers, and consumers to stimulate strategic thinking across the food chain. This year marks IAMA's 14th Annual Conference and our first visit to Switzerland.

The important and timely theme of this year's conference is "Sustainable Value Creation in the Food Chain." The sustainable creation of value in food chains is critically important given consumers' current focus on safety, quality, and value in food products. As a knowledge platform, IAMA is well positioned to address the issues being faced in the current operational environment by participants in the food chain. Our Task Groups have organized an excellent program that offers insight and knowledge into the strategies and management options necessary to succeed in developing and enhancing sustainable value creation practices. The

Forum and Symposium offers direct access to a large knowledge base and network of experts in practical food chain applications from raw agricultural materials, to finished goods, to the point of sale.

Thank you for joining IAMA for this experience that will provide not only an important sharing of knowledge, but also the establishment of continuing and long term relationships that will prove essential to the implementation of successful strategies for creating and sustaining value in the food chain.

Hans Jöhr
IAMA President
Corporate Head of Agriculture, Nestlé

Conference-at-a-Glance

Food and Agribusiness Symposium and Case Conference

SATURDAY, JUNE 12, 2004

8:15 AM – 8:30 AM – Miles Davis Room

Welcome

8:30 AM – 9:45 AM – Miles Davis Room

Plenary Session: Global Agribusiness Education

9:45 AM – 10:15 AM – Miles Davis Foyer

Coffee Break

10:15 AM – 11:45 AM

Concurrent Paper Presentation Session #1

(Syngenta, Unilever, Barilla & Harris Nesbitt Rooms)

Agribusiness Case Conference (Nestlé Room)

11:45 AM – 1:15 PM

Concurrent Paper Presentation Session #2

(Syngenta, Unilever, Barilla & Harris Nesbitt Rooms)

Agribusiness Case Conference (Nestlé Room)

1:15 PM – 2:30 PM

Lunch On Your Own

2:30 PM – 4:00 PM

Concurrent Paper Presentation Session #3

(Syngenta, Unilever, Barilla & Harris Nesbitt Rooms)

Agribusiness Case Conference (Nestlé Room)

4:00 PM – 4:30 PM – Miles Davis Foyer

Coffee Break

4:30 PM – 6:00 PM

Concurrent Paper Presentation Session #4

(Syngenta, Unilever, Barilla & Harris Nesbitt Rooms)

Agribusiness Case Conference (Nestlé Room)

7:00 PM (Meet in Montreux Palace Lobby)

Student Reception

SUNDAY, JUNE 13, 2004

8:00 AM – 12:00 PM – Magnolia Room

Board of Directors Meeting

8:30 AM – 10:00 AM

Concurrent Paper Presentation Session #5

(Syngenta, Unilever, Barilla & Harris Nesbitt Rooms)

Agribusiness Case Conference (Nestlé Room)

10:00 AM – 10:30 AM – Miles Davis Foyer

Coffee Break

10:30 AM – 12:00 PM

Concurrent Paper Presentation Session #6

(Syngenta, Unilever, Barilla & Harris Nesbitt Rooms)

Agribusiness Case Conference (Nestlé Room)

12:00 PM – 1:00 PM

Lunch On Your Own

1:00 PM – 2:30 PM

Concurrent Paper Presentation Session #7

(Syngenta, Unilever, Barilla & Harris Nesbitt Rooms)

Student Development Program (Nestlé Room)

Bridge Session

SUNDAY, JUNE 13, 2004

2:45 PM – 4:15 PM – Miles Davis Room

Bridge Session – Swiss Agri-Food Chain Platform

4:15 PM – 4:45 PM – Miles Davis Foyer

Coffee Break

4:45 PM – 6:15 PM – Miles Davis Room

Panel Discussion: Making Food Production and the

Swiss Food Industry Competitive

Forum Opening and Welcome

SUNDAY, JUNE 13, 2004

6:15 PM – 6:45 PM – Miles Davis Room

Opening Remarks and Welcome

7:00 PM – Montreux Palace Terrace

Harris Nesbitt Welcome Reception

Food and Agribusiness Forum

MONDAY, JUNE 14, 2004

8:30 AM – 9:00 AM – Miles Davis Room

Opening Session: Consumers – The Reason Food

Chains and Systems Exist

9:00 AM – 10:00 AM – Miles Davis Room

Developing Strategies for "Sustainable Value

Creation in the Food Chain"

10:00AM – 10:30AM – Miles Davis Foyer

Coffee Break (Sponsored by: *John Deere*)

10:30 AM – 12:00 PM – Miles Davis Room

Technology for the Supply Chain: Benefits, Costs, Perceptions

12:00 PM – 1:30 PM – Miles Davis Foyer

Lunch (Sponsored by: *Syngenta*)

1:30 PM – 3:30 PM – Miles Davis Room

Relevance of Technology to Gaining Market Access

3:30 PM – 4:15 PM – Miles Davis Foyer

Coffee Break

4:15 PM – 5:45 PM – Miles Davis Room

Market Opportunities for Developing Countries

5:45 PM – 6:15 PM – Miles Davis Room

General Assembly/Business Meeting

7:30 PM – Buses Depart from Convention

Center (Chateau de Chillon)

Presidential Banquet (Sponsored by: *Nestlé and The State of Vaud*)

TUESDAY, JUNE 15, 2004

8:30 AM – 10:00 AM – Miles Davis Room

Consumer/Citizen Food Relationship: Part 1

– Business Cases

10:00 AM – 10:45 AM – Miles Davis Foyer

Coffee Break (Sponsored by: *John Deere*)

10:45 AM – 12:15 PM – Miles Davis Room

Consumer/Citizen Food Relationship: Part 2

– Future Developments

12:15 PM – 1:45 PM – Miles Davis Foyer

Lunch (Sponsored by: *Unilever*)

1:45 PM – 3:15 PM – Miles Davis Room

The Enlargement of the European Union

3:15 PM – 4:00 PM – Miles Davis Foyer

Coffee Break

4:00 PM – 5:30 PM – Miles Davis Room

Key Factors for "Sustainable Value Creation in the Food Chain"

5:30 PM – 6:00 PM – Miles Davis Room

Closing Remarks



Bridge Session

SUNDAY, JUNE 13, 2004

2:45 PM – 4:15 PM – Miles Davis Room
Bridge Session – Swiss Agri-Food Chain Platform

Moderator: Beat Kappeler, *Journalist, Neue Zürcher Zeitung am Sonntag & Le Temps, Geneva*

Presenter: Aalt Dijkhuizen, *Executive Board President, Wageningen University*

Presenter: Manfred Bötsch, *Director, Swiss Federal Office for Agriculture*

Presenter: Stefan Tangermann, *Director Food Agriculture and Fisheries, OECD*

Agricultural markets no longer operate in isolation. Reforms to liberalize agricultural markets have been implemented within the WTO, the EU and individual nations. This evolution is affecting Switzerland as an increasing number of products receive access to the Swiss food market. A presentation of the transition process of Dutch agriculture will provide insights on how a relatively small country can compete on the global market. The status and outlook of the peculiar agriculture situation in Switzerland will also be presented. These introductory presentations will provide the framework for the following panel discussion that will address the question: Making food production and the Swiss food industry competitive.

4:15 PM – 4:45 PM – Miles Davis Foyer
Coffee Break

4:45 PM – 6:15 PM – Miles Davis Room
Panel Discussion: Making Food Production and the Swiss Food Industry Competitive

Presenter: J. Bourgeois, *Direktor, Schweizerischer Bauernverband*

Presenter: Marek Luczak, *Syngenta Agro AG*

Presenter: Urs Egli, *Master of Agriculture, Hilcona AG*

Presenter: Jürg Bussmann, *Directeur, Swiss Wine Communication SA*

Presenter: Beat Hodler, *Secretary, Swiss Food Industry Federation*

During this panel, representatives of the Swiss food industry will develop a shared vision on how to make Swiss products more attractive and competitive for internal and external markets. This is a challenge for the entire Swiss food chain – from seed and crop-protection suppliers to farmers and retailers. Players in Switzerland are accustomed to a very protected market and now they are confronted with the need to move beyond Swiss consumers and compete in the global marketplace.

Forum Opening and Welcome

SUNDAY, JUNE 13, 2004

6:15 PM – 6:45 PM – Miles Davis Room
Opening Remarks and Welcome

Hans Jöhr, *IAMA President*

Joseph Deiss, *President of the Swiss Confederation*
Jacqueline Maurer, *President of the Government and Minister of Economy, State of Vaud*
Pierre Salvi, *Mayor, Town of Montreux*

7:00 PM – Montreux Palace Terrace
Harris Nesbitt Welcome Reception

Food and Agribusiness Forum

MONDAY, JUNE 14, 2004

8:30 AM – 9:00 AM – Miles Davis Room
Opening Session: Consumers – The Reason Food Chains and Systems Exist

Introduction: Hans Jöhr, *IAMA President, Corporate Head of Agriculture, Nestlé*

Presenter: Renate Künast, *German Federal Minister of Consumer Protection, Food and Agriculture*

An insight and overview of current consumer concerns and preferences in Europe with a special focus on Germany.

9:00 AM – 10:00 AM – Miles Davis Room
Developing Strategies for “Sustainable Value Creation in the Food Chain”

Moderator: Jan van Roekel, *Managing Director, COKON*

Presenter: Jan Kubes, *Professor of Strategy and Business Policy, IMD International*

Presenter: Ewald Breunese, *Business Manager, Shell Nederland B.V.*

Sustainable value creation is a transition process that requires the participation of all parties involved in the food chain. A great number of system innovations are needed to overcome the barriers and solve the problems we encounter on the road to a better future. To attain a better understanding of the transition process and how to deal with the significant changes in the food chain, we need more insight into the influence of stakeholders on sustainable value creation and on strategies to make this happen. We also need to better understand the path to bridging the future. Scenario planning is a way to do this.

10:00 AM – 10:30 AM – Miles Davis Foyer
Coffee Break (Sponsored by: *John Deere*)

10:30 AM – 12:00 PM – Miles Davis Room
Technology for the Supply Chain: Benefits, Costs, Perceptions

Moderator: Mike Cook, *Professor, University of Missouri-Columbia*

Presenter: Roland Vaxelaire, *Quality & Sustainability Director, Carrefour*

Presenter: Bill Jorgenson, *Executive Vice President, Food Origins, John Deere*

Presenter: Gerrit Booyens, *CEO, Citrus South Africa*

Technological innovation continues to play a pivotal role in ensuring food security and improving production. It is technology that allows an increasing globalization

of the food supply and technology that can answer the demand for more transparency in food production and origins. In many countries regulations are in place, or will be soon in place, that will require traceability throughout the food chain. Control over how food is produced and compliance with safety, environmental and social requirements are important not only to avoid problems, but also to maintain customer confidence. Are all players in tune with building sustainable value in the supply chain? Are these changes contributing to improvements in production processes and the final product? What kinds of changes are occurring in the relationships between different supply chain players? During this session, we will hear the answers to these questions and discuss how different participants in the food chain have implemented innovations and evaluated their impacts.

12:00 PM – 1:30 PM – Miles Davis Foyer
Lunch (Sponsored by: *Syngenta*)

1:30 PM – 3:30 PM – Miles Davis Room
Relevance of Technology to Gaining Market Access

Moderator: Manuela Gut-Rella, *Head Global Food Chain and Sustainable Agriculture, Syngenta AG*

Presenter: Jeroen Bordewijk, *Sr. Vice President Supply Chain Excellence, Unilever*

Presenter: Paola Ghillani, *CEO, Max Havelaar-Foundation*

Presenter: Markus Stern, *Director, SIPPO Swiss Import Promotion Program*

Presenter: Chris Wille, *Director, Rain Forest Alliance*

For developing countries, gaining access to the markets of developed countries for their agricultural products represents a very important source of financial resources. This is particularly valid for high value or niche market products. However, access to these markets also means that exported production must comply with increasingly sophisticated regulations and additional requests from retailers and the food industry. The adoption of traceability and certification schemes can serve as a market opener, particularly for fresh food. During this session, we will hear from experts and business representatives on how this challenge can be translated into a market opportunity.

3:30 PM – 4:15 PM – Miles Davis Foyer
Coffee Break

4:15 PM – 5:45 PM – Miles Davis Room
Market Opportunities for Developing Countries

Moderator: Kees van der Meer, *Institutions Specialist, World Bank*

Presenter: Chris Anstey, *Product Integrity Manager, Tesco*

Presenter: Mumeka Wright, *General Manager, Bimzi Limited*

Presenter: Steve Jaffee, *Trade and Agribusiness Specialist, World Bank*

Discussion Opener: Elizabeth Farina, *Professor, PENZA - Universidade de São Paulo*



The export of non-traditional products, including fruits, vegetables, flowers and fish products from developing to developed countries has increased rapidly. The annual export value of these products amounts to tens of billions of dollars. These exports provide income to millions of small farmers, fishermen and workers in farms and handling plants. Demand in developing countries provides both opportunities and major challenges for developing countries. Since most of these products are fresh and perishable, major handling and logistics efforts are necessary and sanitary restrictions pose major challenges for producers, exporters and buyers. This session will provide information about the major trends in imports and retailing of products from developing countries. A manager of an international supermarket chain, an entrepreneur from Zambia and an analyst from the World bank will explain the opportunities and challenges faced by both producers and exporters.

**5:45 PM – 6:15 PM – Miles Davis Room
General Assembly/Business Meeting**

**7:30 PM – Buses Depart from
Convention Center (Chateau de Chillon)
Presidential Banquet** (Sponsored by: *Nestlé and
The State of Vaud*)

TUESDAY, JUNE 15, 2004

**8:30 AM – 10:00 AM – Miles Davis Room
Consumer/Citizen Food Relationship: Part 1
- Business Cases**

Moderator: Ed Veltkamp, Sr. Vice President,
Unilever NV

Presenter: Peter Schuler, Project Manager, DSM
Nutritional Products

Presenter: Craig Watson, Vice President, Sysco

Presenter: Craig Henry, VP Food Safety Programs,
National Food Processors Association

Facts about food-related risks, such as the safety of genetically modified products, may be diametrically opposed to consumer perceptions. Consumer reaction to these products also differs in different parts of the world. Communication and information sharing is essential to understanding these issues at every level. There are examples of increases in consumer confidence when information about a new or controversial product has been shared. Furthermore, transparency can improve confidence in traditional foods. Providing information about the origin of foods, as well as the processes along the entire food chain, supports the perception of good food quality and safety. During this session, we will discuss situations where inconsistencies between perception and scientific fact existed and how consumer confidence was subsequently improved.

**10:00 AM – 10:45 AM – Miles Davis Foyer
Coffee Break** (Sponsored by: *John Deere*)

**10:45 AM – 12:15 PM – Miles Davis Room
Consumer/Citizen Food Relationship: Part 2
- Future Developments**

Moderator: Ulrich Kihm, Professor, *Safe Food
Solutions*

Presenter: Mike Love, Vice President, *McDonald's
Europe*

Presenter: David Hughes, Professor, *Imperial
College London*

Presenter: Rainer Metz, Dept. Head Consumer
*Law & Financial Services, Consumer
Organization NRW*

New trends are appearing in how the public buys and consumes food. Organic and functional foods are already very popular in some parts of the world. Could these "natural" foods be healthier, and could they reduce certain problems of modern society, such as obesity? How are large companies handling these changes? What is coming next? How can consumers be influenced? For example, how did seeing millions of healthy animals destroyed in order to control disease impact consumer behaviour? How will safety concerns affect buying trends? In this session, invited speakers will discuss these questions and potential future trends. The audience will be encouraged to contribute to this discussion in an open format.

**12:15 PM – 1:45 PM – Miles Davis Foyer
Lunch** (Sponsored by: *Unilever*)

**1:45 PM – 3:15 PM – Miles Davis Room
The Enlargement of the European Union**

Moderator: George Beers, Programme Director,
Agricultural Economics Research Institute

Presenter: Philip Freiherr von dem Bussche,
President, German Agriculture Society

Presenter: László Vajda, Director General, Ministry
of Agriculture and Regional Development

Presenter: Yves Rey, Corporate Quality General
Manager, Groupe Danone

In May 2004, the European Union was extended with 10 new member states. Food chains in Europe are preparing for the economic and social consequences of this enlargement. In this session, the preparation activities and first experiences will be discussed. After a general overview of the consequences on macro level, earlier experiences of EU enlargement and business cases will be presented. This session will also discuss the impacts that EU enlargement will have on value creation, and will provide insight into the consequences and experiences of issues such as human capital and capacity building, technology transfer, investment, and the social and economic effects on citizens of the new member states.

**3:15 PM – 4:00 PM – Miles Davis Foyer
Coffee Break**

**4:00 PM – 5:30 PM – Miles Davis Room
Key Factors for "Sustainable Value Creation in
the Food Chain"**

Moderator: David Hughes, Professor, *Imperial
College London*

Panelist: Walter Armbruster, President, *Farm
Foundation*

Panelist: Alfons Schmid, Vice President, *Royal
Abold*

Panelist: Manfred Bötsch, Director, *Swiss Federal
Office for Agriculture*

Panelist: Joshua Bishop, Senior Advisor, *World
Conservation Union*

Panelist: Heinz Imhof, Chairman of the Board,
Syngenta AG

The moderator will give a brief introduction summarizing the key messages of the conferences and providing the frame for this panel discussion. The panelists, composed of top representatives from industry, professional associations and academia, will discuss essential steps in creating, maintaining and extracting value along the supply chain in a globalizing market.

**5:30 PM – 6:00 PM – Miles Davis Room
Closing Remarks**

Hans Jöhr – *IAMA President*

Walt Armbruster – *IAMA President-Elect*

**Food and Agribusiness Symposium
and Case Conference**

Sponsored by: *Nestlé, Syngenta, Unilever and Barilla*

For a complete list of Symposium and Case Conference presentations, including presentation times and room numbers, please visit the IAMA website (www.ifama.org) prior to the conference or stop by the Registration Desk in the lobby of the Montreux Convention Center.

SATURDAY, JUNE 12, 2004

**8:15 AM – 8:30 AM – Miles Davis Room
Welcome**

**8:30 AM – 9:45 AM – Miles Davis Room
Plenary Session: Global Agribusiness Education**

Moderator: Dennis Conley, Professor, *University of
Nebraska - Lincoln*

Presenter: Michael Boland, Associate Professor,
Kansas State University

Discussant: Francis Declerck, Assoc. Professor and
Researcher, ESSEC Business School

Discussant: Héctor Laurence, President and CEO,
McLaren Holdings S.A.

On a global basis, both the educational institutions involved in providing education and the firms hiring students continue to evolve in a dynamic food and agribusiness system. This session will explore the issues, challenges, and structural, organizational, and market shifts that have taken place, and the meaning and implications for the educational institutions responsible for training future leaders. The session will begin with an overview and summary of a



U.S. survey conducted by the National Food and Agribusiness Management Education Commission of the members of its Industry Steering Committee – senior executives from U.S. food and agribusiness firms. This initial presentation, which is intended to provide a beginning point for discussion, will be followed by a response and discussion by a panel made up of academic and industry representatives who will identify strategies and options for future agribusiness education programs on a global basis.

9:45 AM – 10:15 AM – Miles Davis Foyer
Coffee Break

10:15 AM – 11:45 AM

Concurrent Paper Presentation Session #1
(Syngenta, Unilever, Barilla & Harris Nesbitt Rooms)
Agribusiness Case Conference (Nestlé Room)

11:45 AM – 1:15 PM

Concurrent Paper Presentation Session #2
(Syngenta, Unilever, Barilla & Harris Nesbitt Rooms)
Agribusiness Case Conference (Nestlé Room)

1:15 PM – 2:30 PM

Lunch On Your Own

2:30 PM – 4:00 PM

Concurrent Paper Presentation Session #3
(Syngenta, Unilever, Barilla & Harris Nesbitt Rooms)
Agribusiness Case Conference (Nestlé Room)

4:00 PM – 4:30 PM – Miles Davis Foyer
Coffee Break

4:30 PM – 6:00 PM

Concurrent Paper Presentation Session #4
(Syngenta, Unilever, Barilla & Harris Nesbitt Rooms)
Agribusiness Case Conference (Nestlé Room)

7:00 PM

Student Reception (Meet in Montreux Palace Lobby)
IAMA student members are invited to a reception where they will have the opportunity to interact with IAMA Officers, Board Members and Conference Sponsors.

SUNDAY, JUNE 13, 2004

8:00 AM – 12:00 PM – Magnolia Room
IAMA Board of Directors Meeting

8:30 AM – 10:00 AM

Concurrent Paper Presentation Session #5
(Syngenta, Unilever, Barilla & Harris Nesbitt Rooms)
Agribusiness Case Conference (Nestlé Room)

10:00 AM – 10:30 AM – Miles Davis Foyer
Coffee Break

10:30 AM – 12:00 PM

Concurrent Paper Presentation Session #6
(Syngenta, Unilever, Barilla & Harris Nesbitt Rooms)
Agribusiness Case Conference (Nestlé Room)

12:00 PM – 1:00 PM

Lunch On Your Own

1:00 PM – 2:30 PM

Concurrent Paper Presentation Session #7
(Syngenta, Unilever, Barilla & Harris Nesbitt Rooms)
Student Development Program (Nestlé Room)
IAMA student members are invited to discuss research projects, internship/employment opportunities and other topics of interest with senior academic and industry members.

2004 IAMA Fellows Award Winners

Since its founding, IAMA has been successful due to the vision, hard work and creative efforts of a few key individuals. These individuals have distinguished themselves as leaders in the food and agribusiness industry as well as in service to IAMA. This is the highest award given by IAMA and is awarded only to members who have made outstanding and sustained contributions to the success of the organization, and are demonstrated leaders in the food and agribusiness industry.

Mike Boehlje, *Board Member*
Jan van Roekel, *Board Member*
William Whipple, *Past-President*

Cultural and Recreational Activities

Chillon Castle and Lake Geneva Cruise – Monday

The fortress known as Chillon Castle was built in the middle of the 12th century. It is located on a rocky islet facing Lake Geneva, and is the most famous landmark in the Montreux area (www.chillon.ch). The castle houses magnificent collections of furniture, pewterware and antique weaponry. The tour boat will depart from the Montreux waterfront at 1:45 PM on Monday, June 14. We will spend approximately two hours at Chillon Castle, and return to the Convention Center at 4:45 PM.

Leysin Mountain Village and Bex Salt Mines - Tuesday

Visit beautiful Leysin, a mountain village situated at an altitude of 1263 meters overlooking the Vaud Alps (www.leysin.ch). After a short trip by cable car, lunch will take place on the peak of la Berneuse in the panoramic revolving restaurant Kuklos. On the way back to Montreux, we will visit the Bex Salt mines (www.mines.ch), a vast maze of passages, shafts, stairs and caverns with a total length of almost 50 km. An audiovisual presentation in an ancient reservoir dug out in 1826 allows you to relive all stages of the three centuries of history of salt and the mines. Then a small train brings you to the heart of the mine, and a pedestrian circuit allows you to discover the incredible effort put forth in the underground search for salt, which, at the time, was worth its weight in gold. The tour will depart from the Convention Center at 10:00 AM on Tuesday, June 15 and will return at approximately 5:00 PM.

Nestle Regional Tour - Wednesday

Our first stop will be the Alimentarium food museum (www.Alimentarium.ch). This exhibition deals with the various aspects of food and nutrition as they affect each and every one of us. Next, we will visit the cheese factory in the scenic village of Gruyères where you will discover the secrets behind this famous Swiss cheese (www.lamaiso.ndugruyere.ch). Our final stop will be the Nestlé chocolate factory in Broc where a short movie will introduce you to the history of chocolate and its making (www.cailler.ch). The tour will depart from the Convention Center at 8:45 AM on Wednesday, June 16 and will return at approximately 4:45 PM.

Wine Tour – Thursday & Friday
(maximum 25 participants)

Join Bill Gorman, IAMA's former Executive Director, on a tour of Switzerland's beautiful wine region in the Rhone River valley, followed by a tour of the famous Matterhorn and the lovely mountain village of Zermatt. Visit spectacular vineyards, and enjoy exclusive tours of a large cooperative winery and small family wineries, and taste award winning wines. Enjoy an evening of wine tasting and dinner with local winemakers in the historic village of St-Pierre-de-Clages. Mike Favre, of Rene Favre & Fils, is our local host. The tour will depart from the Montreux Convention Center immediately following the return of the Nestle Regional Tour at approximately 5:00 PM on Wednesday, June 16 and return at 5:00 PM on Friday, June 18. The tour fee includes transportation, two dinners, and wine tasting. Participants will be responsible for their own hotel expenses, which will average \$130 per night.

Conference Attire

- IAMA Forum & Symposium: Business Attire
- Welcome Reception & Presidential Banquet: Business Attire
- Tours: Casual/Seasonal





**International Food and Agribusiness
Management Association**

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Program Planning Committee

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Jan van Roekel, *Forum Co-Chair*
Francesco Braga, *Symposium Chair*
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