

**INTERNATIONAL
AGRIBUSINESS
MANAGEMENT
ASSOCIATION**



SYMPOSIUM III

MANAGING IN A GLOBAL ECONOMY

San Francisco, California, USA

May 22 - 25, 1993

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University of California Division of Agriculture and Natural Resources

Without their generous support this program would not have been possible.

**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:
A Prospective Approach of Cholesterol-Free Products
Frédéric Oblé**

**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

SUTTER ROOM

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

TAYLOR ROOM

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)

1:30-3:15 P.M.

THIRD PAPER SESSION

6TH FLOOR

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

SUTTER ROOM

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

TAYLOR ROOM

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. Veeravat 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

**Taiwan's Food Processing Industry:
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Ming-Ming Wu, Department of Agricultural Marketing,
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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

Group B: Charoen Pokphand Case Study

POWELL ROOM

Dr. Ajva Taulananda, President, Telecom Asia

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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

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

PLAZA "B"

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. Gaull, 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

TAYLOR ROOM

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

VAN NESS ROOM

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

PLAZA "B"

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

PLAZA "B"

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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