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

1995 PROGRAM PLANNING COMMITTEE
Henry 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 Sporleider
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.
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 Céréaliens 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

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

Newly-Established Trading Blocks: Impacts in the Western Hemisphere

Moderator: Sergio Chazarro-Loaiza, Instituto de Estudios Economics 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.
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, Universita 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.

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.
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-Scherling), 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, Agrocing, 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.
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?

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 Maugel, 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?

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

Moderator: Gail Cramer, L.C. Carter Professor of 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.

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.
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.

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.
The Challenges Facing African Firms
Exporting Horticultural Products to Europe

Moderator: Reid Whitlock, Professor, Michigan State University, USA
Speakers: Lydia Kimenyia, 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

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

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.
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?

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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, Sekcja 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?
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.
12:15 p.m. - 1:45 p.m.  LUNCH  NEUVILLE ROOM

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

Policy Paper for Change and Development in Higher Education

1:45 p.m. - 2:30 p.m.  COFFEE WORKSHOP

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, Universita Cattolica del Sacro Cuore, Italy; Murray Hawkins, Professor, Curtin University, Australia; Pedro Marques, Professor, Universidade de São Paulo, Brazil; Renato Pieri, Professor, Universita Cattolica del Sacro Cuore, Italy; Luciano Venturini, Professor Universit Cattolica del Sacro Cuore, Italy

2:30 p.m. - 4:00 p.m.  SESSION THREE

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.

4:00 p.m. - 5:30 p.m.  SESSION FOUR

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.
OFFICERS AND STAFF:

President
Thomas N. Urban
Chairman
Pioneer Hi-Bred International, Inc.
700 Capital Square
Des Moines, IA 50309
United States of America
TEL: 515-248-4839
FAX: 515-248-4999
E-Mail: urbani@phibred.com

President-elect
Herman H.F. Wijffels
Chairman
Rabobank Nederland
Croeselaan 18, Postbus 17100
3500 HG Utrecht
Netherlands
TEL: 31-30-90-3522
FAX: 31-30-90-2755

Executive Director
William D. Gorman
Professor
Agricultural Economics
New Mexico State University
Box 30003, Department 3169
Las Cruces, NM 88003-0003
United States of America
TEL: 505-646-3923
FAX: 505-646-3522
E-Mail: wigorman@nmsu.edu

Business Manager
Philipp R. Garrett
IAM Business Office
Texas A&M University
College Station, TX 77843-2124
United States of America
TEL: 409-845-2118
FAX: 409-862-1487
E-Mail: IAMBA@TAMU.EDU

G. Allen Andreas
Council to the Executive Committee
Archer-Daniels-Midland Co.
P.O. Box 1470
Decatur, IL 62525
United States of America
TEL: 217-424-5426
FAX: 217-424-4266

Ney B. Araujo
Director & President
Sementes Agroceres S.A.
Avenue Viera de Carvalho 40-5
Caixa, Postal 30.723
01210 Sao Paulo
Brazil
TEL: 55-11-222-8522
FAX: 55-11-223-1620

Wayne Boutwell
President
National Council of Farmer Cooperatives
50 F Street N.W.
Washington, D.C. 20001
United States of America
TEL: 202-626-8700
FAX: 202-626-8722

Max Downham
Vice President
Missions & Strategy
The NutraSweet Company
1751 Lake Cook Road
Deerfield, IL 60015
United States of America
TEL: 708-405-6804
FAX: 708-405-7812

Sergio Chazaro-Loaiza
Associate Director
Instituto Lucas Alaman, A.C.
Guatemala 84
Mexico D.F. 06020
Mexico
TEL: 52-5-542-3952
FAX: 52-5-681-7818

Ian Fairnie
The John Curtin Centre
Curtin University
G P. O. Box U1987
Perth, WA 6001, Australia
TEL: 61-9-351-7841
FAX: 61-9-332-1948
E-Mail: afairnie@cc.curtin.edu.au

Jonathan Coles
Presidencia Junta Administradora
Mavesa, S.A.
Av. Principal Los Cortijos de Lourdes Edif. Caracas, Miranda 107
Venezuela
TEL: 582-2037213 / 2390912
FAX: 582-2037443

Jean-Louis Floriot
Professor
IGIA
13 Boulevard de l’Hautel
Cergy Pontoise Cedex F-95092
France
TEL: 33-1-3075-6097
FAX: 33-1-3075-6082
Charles E. French  
Charles E. French & Associates  
P.O. Box 726  
Nellysford, VA 22958  
United States of America  
TEL: 804-325-1310  
FAX: 703-456-6201

John Nichols  
Professor and Associate Head for Research  
Department of Agricultural Economics  
Texas A&M University  
College Station, Texas 77843-2124  
United States of America  
TEL: 409-845-8491  
FAX: 409-845-6378  
E-Mail: jpn@tamu.edu

Robert Thompson  
President  
Warrock International  
Route 3 Box 376  
Morrilton, AR 72110-9537  
United States of America  
TEL: 501-727-5435  
FAX: 501-727-5242

Ray A. Goldberg  
Moffett Professor of Agriculture & Business  
Harvard University  
Morgan Hall, Room 197  
Boston, MA 02163  
United States of America  
TEL: 617-495-6496  
FAX: 617-495-0497

Joseph O'Neill  
President  
New York Cotton Exchange  
4 World Trade Center  
New York, NY 10048  
United States of America  
TEL: 212-938-2222  
FAX: 212-839-8061

Roberto Weill  
President  
The Plantain World Corp.  
782 NW Le Jeune Road, Ste. 539  
Miami, FL 33126  
United States of America  
TEL: 305-445-5852  
FAX: 305-445-5874

John L. Hagaman  
President & CEO  
DowElanco  
9330 Zionsville Road  
Indianapolis, IN 46268-1054  
United States of America  
TEL: 317-337-4888  
FAX: 317-337-4868

Conrado Pappalardo  
President  
Agromonte, S.A.  
P.O. Box 1592  
Asuncion  
Paraguay  
TEL: 595-21-495-503  
FAX: 595-21-496-524

Michael W. Woolverton  
Continental Grain Professor of Agribusiness  
American Graduate School of Intl. Mgmt.  
15249 North 59th Avenue  
Glendale, AZ 85306  
United States of America  
TEL: 602-978-7154  
FAX: 602-843-6143

Hector R. Laurence  
Vice President - Regional Director  
Pioneer Hi-Bred International, Inc.  
25 de Mayo 460 - 4th Floor  
Buenos Aires, 1002  
Argentina  
TEL: 54-1-313-3563  
FAX: 54-1-313-3123

Max S. Wortman, Jr.  
Pioneer Hi-Bred International Chair  
College of Business Admin.  
Iowa State University  
Ames, Iowa 50011  
United States of America  
TEL: 515-294-3657  
FAX: 515-294-6060  
E-Mail: mwortman@iastate.edu

John Lee  
Head  
Department of Agricultural Economics  
Mississippi State University  
Box 9755  
Mississippi State, MS 39762  
TEL: 601-325-2752  
FAX: 601-325-8777

Jonathan F. Taylor  
Chief Executive  
Booker PLC  
Portland House, Stag Place  
London SW1E 5AY  
United Kingdom  
TEL: 44-171-411-5500  
FAX: 44-171-411-5555

Jerome B Siebert  
Economist  
Agricultural and Resource Economics  
University of California  
207 Giannini Hall  
Berkeley, CA 94720  
United States of America  
TEL: 510-643-5279  
FAX: 510-643-8911  
E-Mail: siebert@are.berkeley.edu

Decio Zylbersztajn  
Professor, Agribusiness Program  
University of Sao Paulo  
Av. Professor Luciano Gualberto 908  
Sao Paulo, S.P. 05508-900, Brazil  
TEL: 55-11-210-5966  
FAX: 55-11-814-0439  
E-Mail: dzilbers@fox.ece.usp.br
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INTERNATIONAL AGRIBUSINESS MANAGEMENT ASSOCIATION
DEPARTMENT OF AGRICULTURAL ECONOMICS
TEXAS A&M UNIVERSITY
COLLEGE STATION, TX 77843-2124
TEL:409-845-2118    FAX: 409-862-1487
E-MAIL: IAMA@TAMU.EDU