



## 2003 IAMA World Food & Agribusiness Symposium Papers

**Saturday, June 21, 2003**

### **Challenges to Future Agrifood Corporate Strategy: Knowledge Management, Learning, and Real Options**

**Moderator:** Dr. John Nichols, Professor & Assoc. Head, Texas A&M University, U.S.A.

**Presenter:** Dr. Thomas Sporleder, Professor, The Ohio State University, U.S.A.

**Presenter:** Dr. H. Christopher Peterson, Prof. & Chair of Consumer-Responsive Ag., Michigan State University, U.S.A.

**Discussant:** Dr. Onno Omta, Full Professor, Wageningen University, The Netherlands

**Discussant:** Dr. David G. Barton, Professor, Kansas State University, U.S.A.

Contemporary writing recognizes that three key components of the intellectual capital of a firm are human capital, social capital, and structural capital. Increasingly, management and economics literature is recognizing that a leading challenge for managers is to manage the knowledge base of the firm. A future challenge for agrifood firms is to embrace strategy that includes, at least conceptually, knowledge as a strategic asset of a firm. Knowledge and its management are emerging in contemporary thought as a potential source of sustainable competitive advantage. Logic leads to the conclusion that the conceptual foundations of knowledge management, learning, and real options could enrich the formulation of agrifood firm corporate strategy. This session will further develop aspects of firm level knowledge management through a synergistic collection of analyses and a unique contribution to the literature that adopts an agrifood corporate strategy perspective.

### ***Concurrent Paper Presentations***

#### **Consumer Preferences**

##### **"Impact Of Information On The Demand For Credence Characteristics"**

Dr. Jukka Kola, University of Helsinki, Finland

##### **"Consumer Perception On Alternative Poultry"**

Ms. Tatiana Farina, University of São Paulo, Brazil

**"Consumer Perceptions For Public And Private Sector Certification Of Beef Products In The United States And The United Kingdom."**

Dr. DeeVon Bailey, Utah State University, U.S.A.

**"Focus Group Approach To Gauging Social Acceptance Of Agricultural Biotechnology: Some Preliminary Findings"**

Dr. Enefiok Ekanem, Tennessee State University, U.S.A.

## **Supply Chain Analysis**

**"Clusters, Chains & Nets Three Agribusiness Supply Models. Three Cases In Argentina Under Nie & Agribusiness Approach"**

Ing. Hector Ordoñez, Buenos Aires University, Argentina

**"Understanding The Relationship Between Product Specifications And Coordination In Agri-Business Supply Chains: An Examination Of The New Zealand Meat Industry"**

Dr. Altair de Moura, Lincoln University, New Zealand

**"Designing Effective Supply Chains Of Fresh Produce, Initiated By Supermarkets In China, A Case Study On Sugu Supermarket."**

Dr. Xiangyang Chang, Nanjing Agricultural University, China

**"A Proposal Of Managerial Method To Assure The Final Product Quality Into Agri-Food Supply Chains."**

Mr. Miguel Borrás, Polytechnic University of Cartagena (UPCT), Spain

## **Multinational Firm Analysis**

**"The Internationalization Determinants Of The Small Agro-Food Firms: Hypotheses and Statistical Tests"**

Dr. Hervé Remaud, INRA, France

**"Why Are There So Many Small Agro-Food Firms In OECD Countries? The Case Of French Agro-Food Sector"**

Dr. Hervé Remaud, INRA, France

**"Multinational Firms In The Brazilian Food Industry"**

Dr. Elizabeth Farina, Universidade de São Paulo, Brazil

**"Technological Fields And Concentration Of Innovation Among Food And Beverage Multinationals"**

Dr. Ruth Rama, CSIC, Spain

## **Conservation**

**"Global Conservation Trust, and Initiative being implemented by the CGIAR an FAO in order to preserve germplasm of relevant species for future generations"**

Dr. Claudio Barriga, Executive Director, Center for Agribusiness Development, Chile

**Response Including Sustainability Evaluation (RISE): Measuring Farm-Level Sustainability**

Prof. Fritz Haeni, *Swiss College of Agriculture, Switzerland*

Mr. Matt Fischer, *University of Guelph, Canada.*

## **Policy**

**"Alternative Dispute Resolution And Peace Making For Resolving Agribusiness And Food Management Conflict Resolution In The Free Trade Area Of The Americas Grass Roots Initiatives With International Applications"**

Ms. Rodica Evtuhovici, Arizona State University East, U.S.A.

**"Implications Of The Non-Common Agricultural Policy In The Enlarged European Union"**

Dr. Jukka Kola, University of Helsinki, Finland (power point presentation)

**"US-Mexico Food Systems And The Tomato Trade Dispute"**

Dr. Dennis Conley, University of Nebraska - Lincoln, U.S.A.

**"A New Institutional Economic Analysis Of Small Farmer Contracts And Relations In The Sugar Supply Chains In South Africa And Swaziland"**

Mr. Micah Masuku, University of Pretoria, South Africa

## **Information and Knowledge Management**

**"Knowledge Management And Communities Of Practice: An Experience From Rabobank Australia And New Zealand."**

Mr. Brad Hinton, Rabo Australia Limited, Australia

**"Emerging Importance Of Bio-Based Products And Bio-Energy In The U.S. Economy: Information Dissemination And Training Of Students"**

Dr. Surendra Singh, Tennessee State University, U.S.A.

**"Agribusiness Executive Education & Knowledge Exchange"**

Ms. Maria Jatib, University of Buenos Aires, Argentina

**"Price Relationships Among North American Fresh Tomato Markets: A Comparison Between Mexican And US Markets"**

Dr. Luz Padilla-Bernal, Universidad Autónoma de Zacatecas, México

## **Managerial Decisions**

**"Cargill Hybrid Seeds Mexico - A Case Study"**

Mr. Carlos Trejo-Pech, Universidad Panamericana at Guadalajara, México

**"Analysis of U.S. Consumer Preferences for Labeling of Biotech Foods"**

Dr. R. Wes Harrison, Louisiana State University, U.S.A.

**"Agribusiness Management Of Exchange Rate Risk"**

Dr. Dennis Conley, University of Nebraska - Lincoln, U.S.A.

## **Valuation Analysis**

**"Valuation Of Target Firms Acquired In The Food Sector During The 1996-2001 Wave"**

Dr. Francis Declerck, ESSEC Business School, France

**"Measuring Industry And Firm Effects In Food And Agribusiness Firms"**

Dr. Michael Boland, Kansas State University, U.S.A.

**"Sugarcane Growers' Perceptions Of A Graduated Mortgage Loan Repayment Scheme To Buy Farmland In Kwazulu-Natal, South Africa"**

Mr. Mark Darroch, University of Natal, South Africa

**"The Perception of Changes In A Producing Co-operative Due to the Forming of a Strategic Alliance: The Case of Swine Raisers Co-operative from Encantado-RS and Tetra Pak"**

Dr. Eugenio Ávila Pedrozo, Federal University of the Rio Grande do Sul, Brazil

## **Environmental Concerns and Sustainability**

**"Towards An Improved Environmental Reporting Structure For Companies In Food And Agribusiness Chains"**

Dr. Harry Bremmers, Wageningen University, The Netherlands

**"Sustainable Agribusiness: Developing Local Solutions To Global Challenges In The Regional Agribusiness Sector In Australia"**

Mr. Peter Hansford, Department of Primary Industries, Australia

**"Sustainable Development Of Rural Areas As A Direction For Economic Policy"**

Mrs. Olga Panteleeva, Kostroma State Agricultural Academy, Russia

**"Carbon Market: Business Incentives For Sustainability"**

*Mr. Marco Conejero, University of São Paulo - PENSA, Brazil*

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**Sunday, June 22, 2003**

## ***Concurrent Paper Presentations***

### **Food Safety**

**"Food Safety And Quality Assurance Key Drivers Of Competitiveness"**

Ms. Maria Jatib, University of Buenos Aires, Argentina

**"Food Safety In The Meat Industry: A Regulatory Quagmire"**

Dr. Peter Goldsmith, University of Illinois at Urbana - Champaign, U.S.A.

**"Streamlining The Risk Analysis Process And Ensuring The Optimal Organizations For Food Safety: The Case Application To Biotechnology Of Fusarium Species"**

Ms. Tara Procyshyn and Mr. Darcy Pawlik, University of Saskatchewan, Canada

### **Innovation**

**"Innovative Strategies In The Food Processing Industry: Fundamental Relationships Between Institutional, Competitive, Technological And Organizational Dimensions (Case Studies)"**

Mr. Jean Révillion, Universidade Federal do Rio Grande do Sul, Brazil

**"Product Innovation And Imperfect Competition In The Italian Fruit-Drink Industry"**

Dr. Carlo Russo, University of Cassino, Italy

**"Innovation Through (International) Food Supply Chain Development; A Research Agenda."**

Dr. Jacques Trienekens, Wageningen University, The Netherlands

**"Agri-Food Innovation In Developing Countries: The Role of Retailers"**

Dr. James Hagan, Cornell University, U.S.A.

### **Vertical Coordination and Creating Value**

**"Creating Value Through Traceability Solutions: A Case Study"**

Ms. Amy Bantham, Food Origins, U.S.A.

**"Evaluation Of Alternative Coordination Systems Between Producers And Packers In The Pork Value Chain"**

Dr. Allan Gray, Purdue University, U.S.A.

**"The Impact Of Downstream Network Subgroups On Collaboration And Performance. A Survey Of Buyer-Supplier Relationships In The Dutch Flower Sector."**

Mr. Danny Claro, Wageningen University - WUR, The Netherlands

**"Strategic Alliances And Sustainable Coffee Production: The Shaded System Of Baturite, State Of Ceara, Brazil"**

Dr. M. Sylvia Saes, PENSA/USP - University of Sao Paulo, Brazil

***Discussion Session***

**"The Comparative Teaching Of Courses On Managing Market And Economic Risks"**

Dr. Dennis Conley, University of Nebraska - Lincoln, U.S.A.

**Quality, Risk, and Systems Analysis**

**"Smallholder Product Quality Certification In Absence Of The State: Frango Colonial In Santa Catarina, Brazil"**

Dr. Guy Henry, CIRAD-Amis, France

**"Constraints And Limitations To The Design And Implementation Of Origin And Quality Assurance Systems For Argentine Beef"**

Mr. Hernán Palau, Buenos Aires University, Argentina

**"Towards A National Agribusiness System: A Conceptual Framework"**

Mr. Eduardo Wilk, UFRGS - Federal University of Rio Grande do Sul, Brazil

**"Land Rights And Their Impacts On Agricultural Efficiency, Investments And Land Markets In Zimbabwe"**

Mr. Maxwell Mutema, University of Reading, United Kingdom

**Education & Knowledge Transfer**

**"Agribusiness Curriculum Development And Teacher Training In Russia"**

Dr. Mark Wade, University of Tennessee, U.S.A.

**"Communicating Nutritional Information To The Global Consumer: Adapting To Shifting Consumer Attitudes Toward Nutrition"**

Dr. Eric Thor, Arizona State University - East Campus, U.S.A.

**"New Education Tools In Food And Agribusiness In Turbulent Times As FTAA (Free Trade Areas Of America) Are Implemented"**

Dr. Eric Thor, Arizona State University - East Campus, U.S.A.

**"Marketing Planning Process Under A Network Approach"**

Dr. Marcos Fava Neves, Universidade de São Paulo, Brazil

**Case Studies**

**"The BYU Dairy Embryo Transfer Case"**

Dr. Mark Hansen, Brigham Young University, U.S.A.

**"Potato Industry Dynamics: If the Consumer Only Knew"**

Dr. Mark Hansen, Brigham Young University, U.S.A.

**"Meeting Private Grades And Standards In Transition Agriculture: Experiences From The Armenian Dairy Industry"**

Dr. Hamish Gow, University of Illinois at Urbana – Champaign, U.S.A.

**"Consumer's Attitude Towards Labeled And Unlabeled GM Food Products In Italy"**

Dr. Stefano Boccaletti, Università Cattolica del S. Cuore, Italy

***Bridge Session:***

**A Dialogue on Ethics and Responsibility in Agribusiness Education and Practice**

Organized by the IAMA Focus Group on Education and Knowledge Transfer

**Moderator:** Ing. Hector Ordoñez, Professor & Commerce Chair, Buenos Aires University, Argentina

**Panelist:** Dr. Rafael Carbonell De Masy, Professor of Rural Development & Agribusiness, Pontificia University Gregoriana, Italy

**Panelist:** Ms. Erica Kuhlmann, Managing Director, Harris Nesbitt, U.S.A.

Shock waves were felt around the world this past year when failures in accounting (and accountability) systems and in corporate boardrooms were revealed, causing plummeting stock prices and several high profile bankruptcies. While these traumas have not been as evident (or at least as newsworthy) in agribusiness and food circles, the ever widening loss of trust in

financial markets and elsewhere in the economy is certainly affecting everyone. This session will present an opportunity to examine issues and exchange ideas regarding business ethics and corporate responsibility as it is being addressed by academics in their teaching programs and by business leaders through corporate training and leadership programs.