15th Annual World Forum, Symposium and Case Conference

June 25–28, 2005
Fairmont Hotel • Chicago, Illinois, U.S.A.

“Re-inventing the Food Chain: New Products, Consumers, and Markets”
It is my pleasure to welcome you to Chicago for IAMA's 15th Annual Conference. As a world-wide leadership forum, IAMA brings together top food and agribusiness industry leaders, academics, policy makers and representatives of consumers and other stakeholders in the food system to stimulate strategic thinking across the food chain. This year’s theme “Re-Inventing the Food Chain: New Products, Consumers and Markets” highlights the challenges faced by the agrifood system.

Numerous influences impact and drive consumer trends and preferences. The challenge is to determine what the food consumer of the future may want and how to position your organization or research to help satisfy consumer demands. Industry and government leaders can help shape the research and education agendas by interacting with researchers and educators who are analyzing significant trends and evolving industry structures relative to emerging consumer demands. Together, management strategies and future options can be explored, ultimately enhancing the food chain’s ability to deliver new products to new markets and consumers.

The knowledge shared and the relationships we build during these few days will be invaluable to each of us in the future. Enjoy the conference, contribute your ideas, make new friends, and strengthen your professional expertise.

I hope that you will enjoy the Chicago environs and hospitality.

Walter J. Armbruster  
IAMA President  
President Farm Foundation

Conference At-A-Glance

**SUNDAY, JUNE 26, 2005**

8:00AM - 9:00AM  
IAMA Executive Committee Meeting

10:00AM - 12:00PM  
IAMA Board of Directors Meeting

8:30AM - 10:00AM  
Session #3 - Concurrent Presentations  
Agribusiness Case Conference

10:00AM - 10:30AM  
Networking Break  
Sponsored by: Diamond of California

**MONDAY, JUNE 27, 2005**

7:30AM - 8:45AM  
Fellows Breakfast

9:00AM - 10:00AM  
Opening Session - Change and Change Management

10:00AM - 10:45AM  
Networking Break  
Sponsored by: SYSCO

10:45AM - 12:15PM  
Creating Value Through Coordination

12:15PM - 2:00PM  
Basket Lunch  
Sponsored by: John Deere

2:00PM - 3:30PM  
The Changing Consumer: Demanding but Predictable

3:30PM - 4:15PM  
Networking Break  
Sponsored by: SYSCO

4:15PM - 5:15PM  
Redefining the Distribution Channel: Lean but Responsive

5:45PM - 6:30PM  
General Assembly/Business Meeting

7:30PM - 9:00PM  
Presidential Reception  
Sponsored by: Harris Nesbitt

**TUESDAY, JUNE 28, 2005**

7:30AM - 8:45AM  
IFAMR Editorial Board Meeting

8:45AM - 9:00AM  
Induction of IAMA Fellows

9:00AM - 10:30AM  
The Farmer of the Future: Buying Behavior and Market Potential

10:30AM - 11:15AM  
Networking Break  
Sponsored by: SYSCO

11:15AM - 12:45PM  
International Suppliers: Challenges and Potential

12:45PM - 2:15PM  
Lunch Session: Doing Business in China - Balancing Risks and Rewards:  
Sponsored by: Syngenta

2:30PM - 4:00PM  
Financing the New Food Industry

4:00PM - 4:45PM  
Positioning to Compete in the New Food Industry

4:45PM - 5:00PM  
Closing and Adjournment

5:30PM - 7:00PM  
2006 Program Planning Committee Meeting
The food production and distribution industry is changing profoundly, and the changes appear to be accelerating. This opening session will describe the dramatic changes in the food industry and how the capital markets and financial analysts are assessing the challenges and opportunities in that industry.

The food industry is being rapidly transformed - not only in technology and production practices, but also in size of business, resource (land) control and operation, business model and linkages with buyers and suppliers. This session will tackle the following questions. How will your farmer customer base change in the future in terms of size, resource control and buying/selling behavior? How might attributes (i.e. price, service, convenience, product performance, etc.) be considered and valued in the producer’s purchasing and selling behavior?

The food industry is being rapidly transformed from a transactional market with limited loyalty and repeat business to a relationship market with tighter linkages and alliances across the food chain from production to consumption. The challenges and opportunities of successful coordination of value chains in the animal protein and fruit and vegetable industries will be the focus of this session.

More and more food companies are sourcing their raw materials and products globally. A fundamental challenge for domestic producers and suppliers throughout the world is seeking out these business opportunities and developing sustainable win–win relationships in a business climate where transportation, logistics and information technology enables product movement and competition to be increasingly global.
12:45PM – 2:15PM
Lunch Session: Doing Business in China - Balancing Risks and Rewards:
Imperial Ballroom
Sponsored by: Syngenta

Introduction: Mr. Bill Whipple – Executive Vice President, Food Group, Harris Nesbitt, USA
Mr. Robert Martin – Managing Director & Regional Executive, BMO Financial Group, Hong Kong, China

What risks do foreign companies face when they target the Chinese market, and how can they position themselves for success? As personal incomes rise, Chinese food consumption is growing and food preferences are changing. How is China’s food industry adapting to these changes? What are the best export and sourcing opportunities?

2:30PM – 4:00PM
Financing the New Food Industry:
Imperial Ballroom

Moderator: Ms. Erica Kuhlmann – Managing Director, Food Group, Harris Nesbitt, USA
Ms. Mary Burke – Principal, The Food Partners, USA
Mr. Bing Graffunder, CEO, Fairmount Food Group, USA
Mr. Pieter Kodde, Managing Director, Financial Sponsors Group, Rabobank, USA

The capital markets allocate funds to those ventures that have the most profit potential, and agriculture has to compete with other industries for financing. And within the industry the debt and equity markets are increasingly separating the “winners” from the rest and funding their growth plans. The perspective of investment analysts concerning the food industry, and the restructuring of the industry through mergers and acquisitions and other forms of consolidation will be the focus of this session.

4:00PM – 4:45PM
Positioning to Compete in the New Food Industry:
Imperial Ballroom

Moderator: Dr. Walt Armbruster – President, Farm Foundation, USA
Mr. Hans Jöhr – Corporate Head of Agriculture, Nestec, Switzerland
Mg. Hector Laurence – President and CEO, McLaren Holdings, Argentina
Mr. Bill Whipple – Executive Vice President, Food Group, Harris Nesbitt, USA
Mr. Gianluigi Zenti – Executive Director, Academia Barilla, Italy
Mr. Lynn White – Vice President, Global Ag. Services, John Deere, USA

The forum will be closed by a panel of agribusiness leaders who will provide examples of how global agribusinesses with long traditions are reinventing themselves to continue being critical players in the changing food industry.

4:45PM – 5:00PM
Closing and Adjournment:
Imperial Ballroom

Dr. Walt Armbruster – IAMA President (2004–05)
Mr. Hector Laurence – IAMA President (2005–06)
Mr. Gianluigi Zenti – IAMA President–Elect

5:30PM – 7:00PM
2006 Program Planning Committee Meeting:
State Room

SATURDAY, JUNE 25, 2005

7:00AM – 8:00AM
Student Meeting: Chancellor Room
Attendance required for travel grant recipients.

8:00AM – 8:30AM
Symposium Welcome: Imperial Ballroom

8:30AM – 10:00AM
Session #1 - Concurrent Presentations:
Breakout Rooms (Ambassador, Embassy, State, Chancellor, Moulin Rouge)
Agribusiness Case Conference: Imperial Ballroom

10:00AM – 10:30AM
Networking Break: 2nd Floor Foyer
Sponsored by: Diamond of California

10:30AM – 12:00PM
Session #2 - Concurrent Presentations:
Breakout Rooms (Ambassador, Embassy, State, Chancellor, Moulin Rouge)
Agribusiness Case Conference: Imperial Ballroom

12:00PM – 1:30PM
Basket Lunch: Imperial Ballroom

1:30PM – 3:00PM
Session #3 - Concurrent Presentations:
Breakout Rooms (Ambassador, Embassy, State, Chancellor, Moulin Rouge)
Agribusiness Case Conference: Imperial Ballroom

3:00PM – 4:30PM
Session #4 - Concurrent Presentations:
Breakout Rooms (Ambassador, Embassy, State, Chancellor, Moulin Rouge)
Agribusiness Case Conference: Imperial Ballroom

6:00PM – 7:00PM
Student/Industry Reception: Primavera Bar

SUNDAY, JUNE 26, 2005

8:00AM – 9:00AM
IAMA Executive Committee Meeting:
Moulin Rouge Room

10:00AM – 12:00PM
IAMA Board of Directors Meeting:
Moulin Rouge Room

8:30AM – 10:00AM
Session #5 - Concurrent Presentations:
Breakout Rooms (Ambassador, Embassy, State, Chancellor)
Agribusiness Case Conference: Imperial Ballroom

10:00AM – 10:30AM
Networking Break: 2nd Floor Foyer
Sponsored by: Diamond of California

10:30AM – 12:00PM
Session #6 - Concurrent Presentations:
Breakout Rooms (Ambassador, Embassy, State, Chancellor)
Agribusiness Case Conference: Imperial Ballroom

12:00PM – 1:30PM
Basket Lunch: Imperial Ballroom

1:30PM – 3:00PM
Session #7 - Concurrent Presentations:
Breakout Rooms (Ambassador, Embassy, State, Chancellor, Moulin Rouge)
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.

Mr. Hans Jöhr, Past-President
Ms. Manuela Gut-Rella, Board Member

**Conference Attire**

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

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**Architectural River Cruise - Sunday, June 26**
The Architectural River Cruise provides an unobstructed view of Chicago’s skyline. This 90-minute river cruise places you at the feet of over one hundred skyscrapers, each designed or inspired by the modernists of nearly a century ago. As you travel through the birthplace of modern architecture, a guide will describe the work of those who revolutionized the building arts, and how they are linked structurally and architecturally. The tour will depart from the IAMA Registration desk at 8:15AM on Sunday, June 26 and return at 11:00AM.

**The Magnificent Mile - Monday, June 27**
Enjoy a walking tour of the “Magnificent Mile” led by Jan Siebert and Ann Whipple. There are scores of department stores, specialty shops, fine restaurants, and luxury hotels that stretch almost a mile down Michigan Avenue. This tour will depart from the IAMA Registration Desk at 1:00PM on Monday, June 27 and return at approximately 5:00 PM.

**Chicago’s Museum Campus - Tuesday, June 28**
The Chicago Museum Campus is comprised of The Field Museum of Natural History, The John G. Shedd Aquarium, and The Max Adler Planetarium and Astronomy Museum. Transportation will be provided from the Fairmont Hotel to the Museum Campus, where you will have the opportunity to purchase a pass for the museum(s) of your choice. **Museum passes are not included in the tour price.** This tour will depart the IAMA registration desk at 9:00AM. Return times will be at the discretion of tour participants.
International Food and Agribusiness Management Association

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Program Planning Committee

Walt Armbruster - IAMA President
Hector Laurence - IAMA President-Elect
Jerome Siebert - Executive Vice-President
Mike Boehlje - Forum Co-Chair
Lynn White - Forum Co-Chair
Dennis Conley - Symposium Chair
Hector Ordonez - Symposium Vice-Chair
Francesco Braga - Case Conference Co-Chair
Greg Baker - Case Conference Co-Chair
Bill Gorman
Ulrich Kihm
Erica Kuhlmann
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John Nichols

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