

CONFERENCE PROGRAM



International Food and Agribusiness
Management Association

17TH ANNUAL WORLD FORUM AND SYMPOSIUM

FOOD CULTURE: TRADITION, INNOVATION AND TRUST
• A POSITIVE FORCE FOR MODERN AGRIBUSINESS •

PARMA, ITALY
JUNE 23 - 26, 2007



IAMA Business Office:

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PRESIDENTIAL WELCOME

Welcome to Parma. Please allow me to welcome you to this marvelous Italian city, a jewel of art and tradition, modern services, a truly superior quality of life, and of course, undisputed excellence in food and agribusiness. Please take the time to enjoy our city, perhaps stay a bit longer, or simply plan to come back—you will not be disappointed.

The IAMA Annual Forum and Symposium is a growing success. This year we received over 200 academic submissions from over 30 countries and 5 continents. The second Agribusiness Student Case Competition has attracted nine teams of four students from all over the world, often from different universities. We are also very pleased to host a meeting for the NEC-63 Research Committee and a workshop for the Food and Agriculture Organization of the United Nations.

This congress is about Food Culture, and it is only appropriate to celebrate this theme in Parma and its province - the birth place of Prosciutto di Parma, Parmigiano-Reggiano, and other less well known delizie like Culatello di Zibello, Salame di Felino, Spalla Cotta di San Secondo. These jewels of tradition have been produced here with essentially the same technology and -most importantly- with the same pride and love for a very long time, some for more than 1000 years... Indeed a valid example of long lasting environmental, social and economic sustainability.

To appreciate food culture is to take in and appreciate the wealth of values expressed by a specific civilization. When we celebrate food culture, we share, reaffirm and celebrate a set of values that mean much more than the construction of a wise diet. It is a celebration of human creativity, the achievements of superior skills, love and pride for wholesome foods and enriching recipes. Food can be an appreciation for art in all of its forms.

Food Culture is a sophisticate multi-sensorial enriching experience: it is truly food for our body and our mind.

No country can claim exclusive rights on food culture! Equally important, though is to recognize that each country and region has exclusive rights to their own set of food culture values. Please make time to share what the world has to offer. Nourish yourself: choose the real products, beware of imitations. This will be a fascinating experience! Italy is of course an excellent place to start this!

I look forward to meeting you in Parma, and thanks for your commitment to trying a bit of Italian Food Culture. You will not be disappointed.

Gianluigi Zenti, IAMA President

2006 - 2007

CONFERENCE TOURS

All tours will depart from the Sofitel de La Ville lobby. Please arrive 15 minutes prior to departure. Space may still be available on certain tours. Check with the IAMA registration desk.

CITY WALKING TOURS

Walking Tour 1: Sunday June 24th, 9:30AM – 12:15PM. Touring the Glauco Lombardi Museum and San Paolo Chamber with frescoes by Parmigianino. *USD \$35.*

Walking Tour 2: Tuesday, June 26th, 9:30AM – 12:15PM. Visit National Gallery, the Pilotta Palace and the Farnese and Regio Theatres. *USD \$35.*

GOURMET CULINARY TOUR

Saturday, June 23, 7:30AM – 11:30AM. Traveling outside Parma to visit a caseificio and a prosciuttificio to watch master artisans create two of the world's most famous and delicious foods: Parmigiano Reggiano and Prosciutto di Parma. Tasting included. *USD \$70.*

COOKING COURSES AT ACADEMIA BARILLA

Tasting Italy: Monday, June 25th, 9:00AM – 12:00PM. An exciting sampling of unique and authentic flavors from the region Emilia Romagna through tasting of what is truly one of the most delicious foods in the world – the king of the cheeses, Parmigiano Reggiano and other powerful, flavorful and magnificent products like balsamic vinegar and extra virgin olive oil. *USD \$100.*

Fresh Pasta: Tuesday, June 26th, 2:00PM – 6:00PM. Academia Barilla opens its welcoming kitchen to everybody to teach the special tricks and techniques of genuine home-style pasta making. The fun starts when you start kneading and stretching the pasta. After the hands-on lessons the group will gather to enjoy the fruits of their efforts. *USD \$100.*

MODENA AND FERRARI MUSEUM

Wednesday, June 27, 8:00AM – 6:30PM. Travel to Modena and an acetaia where the traditional Balsamic Vinegar is made. You can taste it and put to good use the skills acquired in Academia Barilla's Tasting Course. Lunch is in a trattoria close to Maranello. Visit the Ferrari Museum. *USD \$115.*

VENICE

Thursday, June 28, 7:30AM – 8:30PM. Tour of Venice the calli and Piazza San Marco. Sampling lunch included. *USD \$150.*

IAMA FELLOWS AWARD

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.

2007 Fellows Award Recipient

Hector R. Laurence

*President, McLaren Holdings, S.A., Argentina
IAMA Past President, 2005-2006*

CONFERENCE ATTIRE

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



Castello di Felino

The site of IAMA's Presidential Banquet. Built in 890 A.D.



IAMA PRE-CONFERENCE

FRIDAY, JUNE 22

8:00AM – 6:00PM (*de la Ville–Lobby*)
IAMA Registration

5:00PM (*de la Ville–Lobby*)
Deadline for Case Competition Teams to Register

7:30PM (*Academia Barilla–Library*)
IAMA Board of Directors Dinner

FAO WORKSHOP

The Rural Poor and Tomorrow's Markets

Organized and Sponsored by:

**Food and Agriculture Organization
of the United Nations (FAO)**

With Additional Financial Support From:

Farm Foundation

SATURDAY, JUNE 23

2:00PM – 3:30PM (*Paganini - Sala A*)
Welcome & Introduction

**Session One: Opportunities and Challenges
for the Rural Poor**

This session will examine global agribusiness trends as well as trends in food systems in developing countries, such as the growth in importance of supermarkets, and will consider the implications of these trends for poorer farmers in those countries. Particular attention will be paid to ways in which the private sector can profitably link to poor farmers.

Doyle Baker, *Chief, Agricultural Management, Marketing and Finance Service, FAO, Italy*
Prabhu Pingali, *Director, Agricultural and Development Economics Division, FAO, Italy*

3:30PM – 4:00PM (*de la Ville–Lobby*)
Networking Break

4:00PM – 5:30PM (*Paganini - Sala A*)
Session Two: Services for the Rural Poor

This session will consider the services that need to be available if the poor are not to get left behind in increasingly competitive markets. Issues to be addressed will include the provision of financial services and the need for farmers to have access to market information. A particular focus will be the important role that ICT is likely to play in improving services available to the poor.

Kofi Debrah, *Chief of Party, MISTOWA, IFDC, Ghana*
Maria Pagura, *Rural Finance Officer, FAO, Italy*

SUNDAY, JUNE 24

9:00AM – 10:30AM (*Paganini–Sala A*)
Session Three: Capacity building for Market Access

This session will review capacity building, extension, business development services and training requirements. Ways of assisting farmers to diversify commercially into new products at the local level will be considered, as will the potential role that can be played by household level agro-processing.

Stephanie Gallat, *Food Technologist, FAO, Italy*
Siobhan Kelly, *Enterprise Development Officer, FAO, Italy*

10:30AM – 11:00AM (*de la Ville–Lobby*)
Networking Break

11:00AM – 12:30PM (*Paganini–Sala A*)
Session Four: Enabling Environments for Market Access

This session will consider the policies, institutions and support services that create the necessary conditions for business to flourish. Attention will also be paid to the territorial approach to agricultural development, drawing on experiences from Brazil, and to the application of Local Economic Development (LED) principles to agribusiness and market linkage development.

Carlos da Silva, *Agribusiness Economist, FAO, Italy*
Johann Kirsten, *Professor Ag Economics, University of Pretoria, South Africa*
John Wilkinson, *Professor, Federal Rural University of Rio de Janeiro, Brazil*

12:30PM – 2:00PM (*Paganini Congress Center*)
Lunch

2:00PM – 3:30PM (*Paganini - Sala A*)
Session Five: Facilitating Market Linkages

This final session will examine ways of promoting linkages between farmers and the private sector. Different ways in which farmers can link to markets will be considered and the role played by donors and NGOs will be reviewed. Presentations will, among others, draw on experiences with business partnerships in Latin America and dairy linkages in Mongolia.

Bill Vorley, *Head, Sustainable Markets Group, International Institute for Environment and Development, IIED, UK*
Tony Bennett, *Dairy and Meat Officer, Animal Production Service, FAO, Italy*
Florence Tartanac, *Rural Agro-Industries Officer, FAO, Italy*

IAMA SYMPOSIUM & CASE CONFERENCE

SATURDAY, JUNE 23

7:30AM – 8:30AM (*de la Ville–Sala Nabucco*)
Required Meeting for Student Travel Grant Recipients

9:00AM – 10:30AM (*de la Ville–Sala Aida*)
Welcome: Jacques Trienekens, *Professor, Management Studies, Wageningen University, Netherlands*

“Is it Time for Standardized Food Safety Certification?”

The human dimension is vital to accomplishing food safety. The global food supply chain continues to experience food safety events. Just the past few months we have witnessed the occurrence of botulism in carrot juice, pieces of glass in oatcakes, allergens in tortilla chips, and arsenic in mineral water. Food manufacturers in the global food supply chain rely on the diligence of their employees to constantly monitor food safety. This session addresses the provocative issue of standardized food safety certification for food company employees. The session develops the current extent standards and the costs and benefits of standards are explored. The session will develop aspects of standardization of food safety training through analyses and a novel look at how standardization might be implemented when there are complex and diverse firms and public policies currently influencing training.

Chair: John Nichols, *Department Head, Ag Economics, Texas A&M University, USA*

Sandro Boscaini, *President, Masi Agricola SpA, Italy*
Neal Hooker, *Professor, AED Economics, The Ohio State University, USA*

Josef Haber, *Value Chain Mgr., Agricultural Products Unit, BASF, Germany*

Jerry Siebert, *Economist, Ag & Resource Economics & Policy, UC Berkeley, USA*

Thomas L. Sporleder, *Professor, AED Economics, The Ohio State University, USA*

10:30AM – 11:00AM (*de la Ville–Lobby*)
Networking Break

11:00AM – 12:30PM
Concurrent Paper Presentations #1
(Refer to Symposium agenda for room list)

Case Conference Introduction
(Academia Barilla–Auditorium)

Mary Shelman, *Director, Agribusiness Program, Harvard Business School, USA*

12:30PM – 2:00PM (*Paganini Congress Center*)
Lunch

2:00PM – 3:30PM
Concurrent Paper Presentations #2
(Refer to Symposium agenda for room list)



Case Conference (*Academia Barilla–Library*)

Case Competition Preliminary Round Group A (*Academia Barilla–Auditorium*)

3:30PM – 4:00PM (*de la Ville–Lobby*)
Networking Break

4:00PM – 5:30PM
Concurrent Paper Presentations #3
(*Refer to Symposium agenda for room list*)

Case Competition Preliminary Round Group B (*Academia Barilla–Auditorium*)

5:00PM – 7:00PM (*de la Ville–American Bar*)
2009 Program Planning Meeting

7:00PM – 8:30PM (*de la Ville–American Bar*)
Student & Industry Reception

SUNDAY, JUNE 24

8:00AM – 9:30AM (*Paganini–Sala A*)
IAMA Executive Committee

9:30AM – 12:30PM (*Paganini–Sala A*)
IAMA Board of Directors Meeting

9:00AM – 10:30AM
Concurrent Session #4
(*Refer to Symposium agenda for room list*)
Case Conference
(*Academia Barilla–Auditorium*)

10:30AM – 11:00AM (*de la Ville–Lobby*)
Networking Break

11:00AM – 12:30PM
Concurrent Session #5
(*Refer to Symposium agenda for room list*)
Case Conference
(*Academia Barilla–Auditorium*)

12:30PM – 2:00PM (*Paganini Congress Center*)
Lunch

2:00PM – 3:30PM
Concurrent Session #6
(*Refer to Symposium agenda for room list*)
Case Competition Final Round
(*Academia Barilla - Auditorium*)

3:30PM – 4:15PM (*de la Ville - Lobby*)
Networking Break

4:15PM – 4:30PM (*Paganini - Auditorium*)
Announce Case Competition Winners
Announce Best Paper Awards

4:30PM – 6:00PM (*Paganini - Auditorium*)
Bridge Session: “Getting It Right for Business in Emerging Economies”

Developing economies will play an ever increasing role in global markets and will require significant investment in both economic enterprises and infrastructure development, such as transportation, education, communication,

water and sanitary systems, business organizational development, legal frameworks, technology transfer, ethics, risk management, etc. While much of the focus has been on public sector involvement, significant opportunities exist for private sector companies to provide leadership and work collaboratively with the public sector. Developing economies provide opportunities both as a source of supply in the food chain, as well as new consumer markets. This session will utilize actual cases and business experiences to explore how private sector companies can become involved and succeed in development efforts.

Chair: Hon. Carole Brookins,
Managing Director, Public Capital Advisors, USA
Rhona Applebaum, *VP & Chief Regulatory Officer, Global Scientific & Regulatory Affairs, The Coca-Cola Company, USA*

Doyle Baker, *Chief, Agricultural Management, Marketing and Finance Service, FAO, Italy*

Hans Jöhr, *Corporate Head of Agriculture, Nestec Ltd., Switzerland*

Ross McLaren, *Fmr. CEO, Shaws Supermarket, UK*
Emmo Meijer, *Senior Vice President Foods R&D, Unilever NV, Netherlands*

Francisco Mere, *Director of Business Development, Energy and Natural Resources, Societe Generale, Mexico*
Lynn White, *President, Global Ag. Services, John Deere, USA*

6:00PM – 7:30PM
Task Group Meetings
Education & Knowledge Transfer (*de la Ville - Traviata*)
Effective Food Chain Management (*de la Ville - Trovatore*)
Food Safety & Quality (*de la Ville - Nabucco*)
Contributions of Technology to Food Chains (*de la Ville - Rigoletto*)
Economic & Social Development (*Academia Barilla - Library*)

8:00PM – 9:30PM (*Paganini – Congress Center*)
Welcome Reception
“A Taste of Italy with Academia Barilla”

IAMA FORUM SCHEDULE

MONDAY, JUNE 25

7:30AM – 8:30AM (*de la Ville – Breakfast Room*)
Fellows Breakfast

9:00AM – 9:45AM (*Paganini - Auditorium*)
Opening Session & Fellows Award Presentation

Chair: Gianluigi Zenti, *IAMA President & President, Academia Barilla, Italy*
Hon. Paolo De Castro, *Professor of Agricultural Economics, University of Bologna, Ministro delle Politiche Agricole, Alimentari e Forestali, Italy*
Guido Barilla, *President, Barilla, Italy*
Bill Gorman and Jerome Siebert,
IAMA Fellows Committee Representatives

9:45AM – 11:00AM (*Paganini - Auditorium*)
“Food as Culture: Is it Real, True Culture, and Does it Help Producers, the Processing Industry and Consumers Connect? A Framework”

Two keynote speakers explore and document the links between food and cultural tradition. Special attention is devoted to illustrating the importance of these links and how this type of food-benefit is growing in popularity by a large share of consumers. This session will provide a framework for the entire conference, suggesting a number of provocative thoughts and discussion ideas.

Chair: Francesco Braga, *Associate Professor, Department of Business, University of Guelph, Canada*
Birthe Linddal Hansen, *Professor, Kairos Future Denmark, Denmark*

Giulio Sapelli, *Professor, Dipartimento di Scienze della Storia, Università di Milano, Italy*

11:00AM – 11:45AM (*Paganini – Auditorium Bar*)
Networking Break

11:45AM – 1:15PM (*Paganini - Auditorium*)
“Food as Culture: Is it Real, True Culture and Does it Help Producers, the Processing Industry and Consumers to Connect? A Discussion of Industry Experiences”

A roundtable will present personal industry experiences documenting how food and culture are intertwined, and how this relationship has become a positive force throughout their value chain. Each panelist will exemplify experience from a world-renown traditional product, Protected Designation of Origin product, and a Protected Geographical Indications product. These specific qualities, linked to natural and human factors, have resulted in their social, environmental and economic sustainability over the last several centuries, and are the foundation of today's market success. The discussion will allow the audience to explore challenges and opportunities of interest.

Chair: Francesco Braga, *Associate Professor, Department of Business, University of Guelph, Canada*
Giuseppe Alai *President, Consorzio del Parmigiano-Reggiano, Italy*

Luc Morelon, *External Communications Mgr., LACTALIS, France*

Libero Giovanni Stradiotti, *President, Consorzio Tutela Provolone Valpadana, Italy*

Clement Vachon, *Communications Director, Sanpellegrino, Italy*

1:15PM – 2:45PM (*Paganini - Congress Center*)
Lunch

2:45PM – 4:15PM (*Paganini - Auditorium*)
“Harvard Business School Case on Italian Agribusiness: Barilla”



Barilla, the world's largest pasta company, has introduced a new high-quality, high-priced product line that features a range of authentic Italian food products sourced from artisan producers. Management believes the line will appeal to consumers seeking healthier foods and convenience, and will help extend Barilla's brand identification beyond pasta. However, the new line is a bold departure from Barilla's core competencies of high-volume production and sales of fast moving, low-priced goods. This session provides an opportunity to discuss trends in consumer eating habits, supply chains for locally-produced goods, and changes in retail formats. Additionally, this session examines the investment philosophy differences between a family-owned versus a publicly-traded company.

Chair: Pietro Gandolfi, *General Director, Societa' Parmense Per Gli Inseidiamenti Produttivi, Italy*
 Mary Shelman, *Director, Agribusiness Program, Harvard Business School, USA*

4:15PM – 5:00PM (Paganini – Auditorium Bar)
Networking Break

5:00PM – 6:30PM (Paganini - Auditorium)
“Science and Food Quality”

This session explores what science can do to document and objectively define the specific quality of typical foods. Examples are provided using Parmigiano Reggiano and Prosciutto di Parma, the two leading Italian Protected Designation of Origin brands, demonstrating how science can map objective key parameters (sensorial properties, ageing, area of origin) which uniquely identify these traditional products and define the identity profile of Intellectual Property of these traditional value chains.

Chair: Rosangela Marchelli, *Dean of Agriculture, Facoltà di Agraria, Università di Parma, Italy*
 Carlo Cannella, *Professor, Dipartimento di Scienza dell'Alimentazione, Università la Sapienza di Roma, Italy*
 Erasmo Neviani, *Professor, Dipartimento di Genetica, Biologia dei Microrganismi, Antropologia Evoluzione, Università di Parma, Italy*

Giovanni Parolari, *Professor, Stazione Sperimentale per l'industria delle Conserve Alimentari, Università di Parma, Italy*

Paolo Tramelli, *Marketing Manager, Consorzio del Prosciutto di Parma, Italy*

7:30PM – 11:30PM (Castello di Felino)
Presidential Banquet

Busses Depart: Sofitel de la Ville at 7:30PM
Return: Starting at 11:00PM

TUESDAY, JUNE 26

7:00AM – 8:00AM (de la Ville – Breakfast Room)
Publication Policy Committee

8:30AM – 10:00AM (Paganini - Auditorium)
“Value Creation and Value Reporting in Relation to Food Culture: Intangibles and Evaluating Emotional Assets”

The importance of using proper evaluation techniques when measuring intangible assets in agri-food value chains will be explored through the use of case-based examples. This session will provide you a solid understanding and appreciation for the core issues and practical challenges faced in agribusiness companies.

Chair: Jan van Roekel, *Partner, Synnovia, Netherlands*
 Francis Declerck, *Assoc. Prof. Finance & Chair for Excellence in Food Chains, ESSEC Bus. School Paris, France*
 Henk Folkerts, *Managing Partner, ACE (RijnConsult), Netherland*
 Hans Jöhr, *Corporate Head of Agriculture, Nestec Ltd., Switzerland*
 Thierry Marotine, *Deputy General Manager, Credit Agricole du Nord-Est, France*

10:00AM – 10:45AM (Paganini – Auditorium Bar)
Networking Break

10:45AM – 12:15PM (Paganini - Auditorium)
“Regulatory Framework: Public vs. Private; Interactions with Food Culture Values”

Attendees will gain an appreciation for key issues at the frontier of the food safety debate, such as: How companies manage to address different government requirements and consumers values and expectations in diverse markets; how regulatory decisions play a role in securing food safety; the advantages of risk-based inspection; and the absolute importance for a regulatory agency to be independent and base its decisions on sound scientific evidence.

Chair: Reto Battaglia, *Fmr. Director of Swiss Quality Control, Migros, Switzerland*
 Rhona Applebaum, *VP & Chief Regulatory Officer, The Coca-Cola Company, USA*
 Catherine Geslain-Lanéelle, *Executive Director, European Food Safety Authority (EFSA), Italy*
 Elsa Murano, *Vice Chancellor and Dean Agriculture and Life Sciences, Texas A&M University, USA*

12:15PM – 1:45PM (Paganini – Congress Center)
Lunch

Champagne Tasting provided by:
Nicolas Feuillate

IAMA Today
Award Presentations

1:45PM – 2:15PM (Paganini - Auditorium)
“Food and Trust: Price Inflation Drives Food Fears”

This session will allow participants to share their viewpoint on one of the most critical and pressing topics in current events and learn how it is affecting others in the global food chain.

Chair: Hon. Carole Brookins,
Managing Director, Public Capital Advisors, USA

1:45PM (Paganini - Auditorium Bar)
Required Meeting for Student Travel Grant Recipients

2:15PM – 3:45PM (Paganini - Auditorium)
“Food vs. Fuel: The Competition for Limited Resources”

As agribusiness gears up for the use of land and other resources to produce renewable fuel sources, an issue arises as to the appropriate mix of using these resources for fuel vs. food uses. This session will identify the major issues involved, consequences for the food chain and their participants, and alternative scenarios that are likely to occur. The discussion will present a global viewpoint covering the consequences for both developed and developing countries.

Chair: Michael Boehlje, *Professor, Center for Food & Agribusiness, Purdue University, USA*
 William E. Scott, *Vice President, Agland Investment Services Inc., USA*
 Gustavo Grobocopatel, *CEO, Grupo Los Grobo, Argentina*
 Josef Haber, *Value Chain Mgr., Agricultural Products Unit, BASF, Germany*

3:45PM – 4:30PM (Paganini – Auditorium Bar)
Networking Break

4:30PM – 5:30PM (Paganini - Auditorium)
“The Future Food System: Creating and Marketing Healthy Foods for Demanding Consumers”

This session will explore the strategic expectations of major food companies over the next 5 to 10 years, and the possible role and impact of food chain stakeholders on the food culture. The objective for this session is to provide the audience with new “thoughts for food” and some good ideas for take home to their operations and/or professional activities.

Chair: Hans Jöhr, *Corporate Head of Agriculture, Nestec Ltd., Switzerland*
 Valerio Guareschi, *Sales Manager, CIO Consorzio Interregionale Ortofrutticoli, Italy*
 Giovanni Praderio, *Wellness Champion e Corporate Marketing Mgr, Direzione Consumer Marketing e Communication, Nestlé Italiana, Italy*

Christoph Studer, *Professor of Natural Resources Management International Agriculture, Swiss College of Agriculture, Switzerland*

Johann Züblin, *Head of Standards and Social Compliance, Marketing Department, Federation of Migros Cooperatives, Switzerland*

5:30PM
Presidential Transition Ceremony
Adjourn

7:30PM – 9:00PM (Academia Barilla Training Rm)
Closing Pasta Party



**International Food and Agribusiness
Management Association**

IAMA Business Office

Jerome Siebert, *Executive Vice President*
Derek Dictson *Executive Director*
Kathryn White, *Communications Coordinator* Belen Frers, *Events Coordinator, (Argentina)*
Julia Zaynutdinova, *Membership Coordinator, (Russia)*

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Program Planning Committee

Gianluigi Zenti, *IAMA President, Forum Co-Chair* Francesco Braga, *Forum Co-Chair* Lynn White, *IAMA President-Elect*
Jacques Treinekens, *Symposium Chair* Marcos Fava Neves, *Symposium Vice-Chair* Mark Hansen, *Symposium Chair-Elect*
Greg Baker, *Case Conference & Competition Chair*
Francis Declerck Bill Gorman Hamish Gow
Hans Jöhr Eluned Jones Ulrich Kihm
Rosangela Marchelli Murray McGregor Mary Shelman
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