

EFAS

# European Food & Agribusiness Seminar

Connect to where the changes are made

Rome, October 16-19, 2005





## Program

### Highlights:

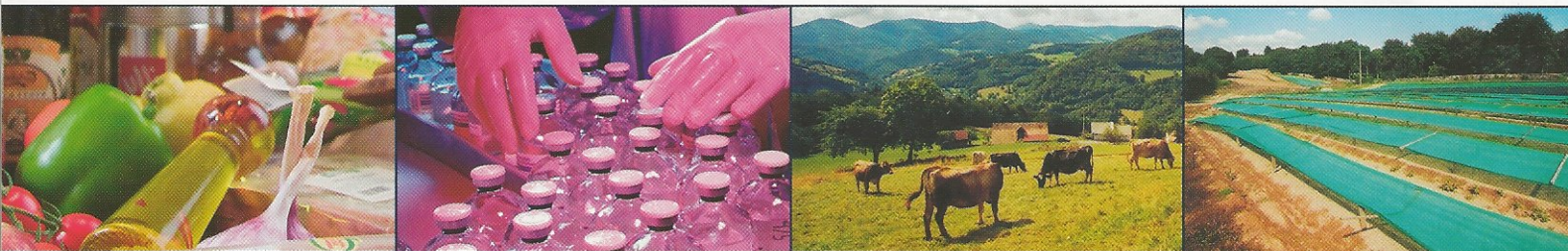
# The European Food & Agribusiness

Plenary sessions with prominent key note speakers,

The European food industry is subject to large changes. The role of Europe and the European business community in the global food industry is changing and the extension of the European Union creates new opportunities. At the same time the position of consumers and companies in the food chain is changing.

There is an increasing need for all food executives to share experiences and perspectives on these subjects from a European perspective - with an aim to foster the development of new insights and innovative strategies.

The European Food & Agribusiness Seminar (EFAS) is the first and only executive education program of its kind in Europe which offers food executives a unique opportunity to discuss the current trends of the food and agribusiness industry.



## Food executives share perspectives on current European issues

This year the seminar will address the following issues:

### The fight for the European and global consumer

Major consumer goods companies have been pursuing similar strategies of global brand consolidation in order to capture economies of scale and to strengthen their power of reach to the end consumer. In the meantime large retailers are battling for that same European consumer with differing business models. Into this thicket will now be thrown RFID tagging technology, which will thoroughly reconfigure the power of information between the consumer good giants and the retail giants.

### The European Union and Biotechnology

The world governance structure with respect to biotechnology and genetically modified food will soon be simultaneously creating and destroying business opportunities throughout the world food system on a massive and likely unprecedented scale. Rulings on biotechnology by the WTO, Codex, OIE and EU institutions will cause key companies to make major strategic changes in response to these initiatives.

### The winning formula of Cooperatives

Volatility has always been an outstanding hallmark of the food system. In recent years this business model has gone out of fashion, only to be replaced by stock markets and shareholder value capitalism. However, some European based cooperatives are staging a remarkable comeback. Do they hold the winning formula?

### Growing food in Europe

European soil remains one of the most intensively and productively farmed regions in the world. How do European farmers not only cope but even flourish in light of all the changes of the food system - and what does that mean for the business models downstream?



# Seminar offers a stimulating variety of activities:

at least 12 featured companies presented in cases, case study groups and fine food tastings

Case

## Unilever

The Unilevers strategy of brand concentration is developing further towards encompassing the whole food chain. The case discussion explores Unilever's refined branding strategy, its future evolution and implications for the global food system.

Case

## Rabobank

Rabobank is expanding internationally, while also defending its home market. The bank is well on its way to becoming the first choice for major agriculture and agribusiness companies around the world. The case discussion analyzes how this pioneer of finance is creating opportunities for the best run companies in the food chain.

Case

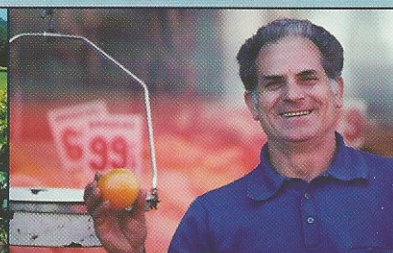
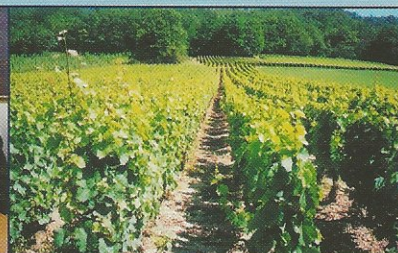
## Sovion

Sovion has grown its sales from 750 million euro to more than 6 billion in only three years, while at the same time establishing market leadership in the meat industry. The case discussion examines how Sovion has created value for itself and the industry, and where its growth path will take the company in the future.

Case

## European Food Safety Authority

As many other organizations in Europe the Authority must adapt its role and powers to the evolving global framework of food system governance. Where and how is the Authority going to assert itself in the light of a new EU Commission and Parliament, the impact of various WTO rulings and negotiations, the Lissabon Agenda, the General Food Law effective from 2005 and many other developments?



## First-hand perspectives on the CASES being studied

### Program: Case method and interaction

**The European Food & Agribusiness Seminar** is organized by leading American and European universities. The seminar is developed along the lines of the successful agribusiness seminar of Harvard Business School. A select group of participants will gain exposure to insights following the demanding but very efficient 'case method teaching'.

The seminar will feature cases that are typically linked to one or more of the four themes. The real-world cases consist of the most recent and detailed practical and scientific information coming from various companies like Unilever and Sovion. They contain the latest insights that are supported by

extensive facts and figures. The cases are exclusively written for the seminar by top-experts of other universities, such as the Agriculture College in the United Kingdom and San Telmo University in Spain.

The CEO or leading executive of the companies described in the cases will be present during the course. This way participants will gain a first-hand perspective on the challenges and strategies of the leaders from the organizations being studied and will be compelled to apply practical lessons to their own situations and companies. These contributions from the participants in the course will add to a growing body of collective learning over the three days.

### Program objectives

Participants will:

- Be presented with forecasts about future major trends of the European food and agribusiness industry
- Gain insights into how and where the system around existing systems will change and how this might affect the approach of individual companies
- Discuss cases with major leaders of the food industry
- Develop leadership in making changes in the food and agribusiness industries

### Participants

The seminar will be attended by senior executives of private and public companies, farmer cooperatives, public institutions and not for profit groups as well as entrepreneurs related to the worldwide food system. Because the seminar strives for maximum interaction among the participants, the number is limited to 100.



# Information

Seminar candidates can request more information online or contact our program managers for an application form.

Admission is selective to guarantee optimal interaction and is based on professional achievement and organizational positioning in the European industry. No formal educational requirements apply, but proficiency in written and spoken English is essential.

The € 6000 program fee covers tuition, books, case materials, accommodations, and most social events.

For more information contact the program office:

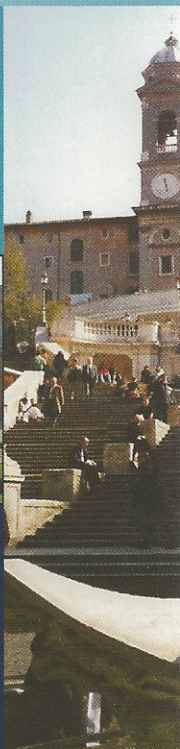
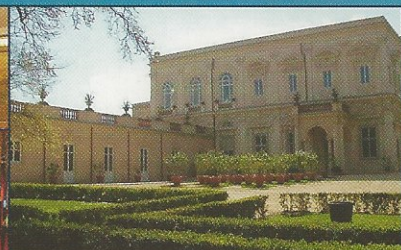
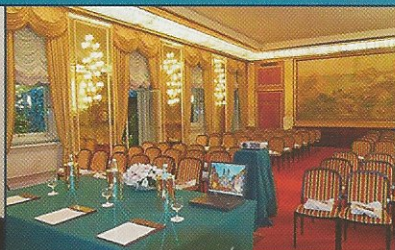
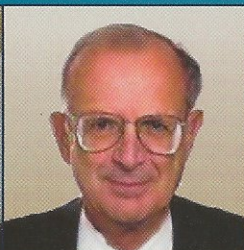
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The EFAS 2005 is sponsored by SOVION (Holding of Bestmeat Company and Sobel), an internationally operating company in high-value food (pork and beef) and healthcare products for humans and animals. Please refer to [www.sovion.nl](http://www.sovion.nl) for more information.

## Extend your insights in inspiring Rome



### Program Directors

#### **Dr. Aalt Dijkhuizen**

Wageningen University  
& Research Centre,  
Director of the program

#### **Dr. Ray Goldberg**

Harvard University/  
John F. Kennedy School  
of Government,  
Co-director of the program

### Venue information

The three day seminar will be held in Villa Aurelia, home of the American Academy in Rome. The Villa Aurelia, originally built for Cardinal Girolamo Farnese around 1650, is a beautiful private setting in the centre of Rome.

On the first day of the seminar we will start with a reception and first plenary meeting in Hotel Hassler, located atop the Spanish Steps in the city centre.

Accommodation for all participants will be provided by InterContinental Hotel De La Ville Roma on Via Sistina, close to the Spanish Steps and next to Hotel Hassler.



